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LEADERSHIP JOB DIMENSIONS AND COMPETENCY REQUIREMENTS
FOR COMMISSIONED AND NONCOMMISSIONED OFFICERS

TASK IIA: REMEDIATE INADEQUACIES IN EXISTING DATA BASES

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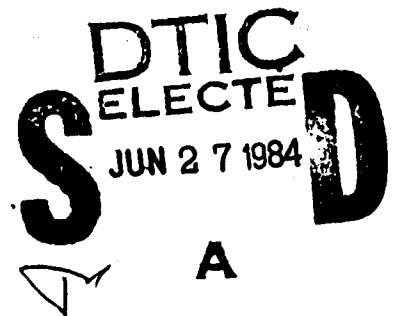MANPOWER AND PERSONNEL RESEARCH LABORATORY

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20. ABSTRACT *(Continue on reverse side if necessary and identify by block number)*

In an effort to coordinate its leadership training, the Combined Arms Center (CAC) sought to dtermine the nature of the specific leadership skills and competencies required at the various grade levels from sergeant through colonel. It was postulated that while there may be a set of "generic skills" common to leader performance at all levels, they are probably not identical. This interim report describes in detail the job analysis and procedures used to revise, update, clarify, and verify the data for use as the basis for developing Job Performance Dimensions (JPDs). Sources used in the construction of leadership

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19 (cont'd).

Training requirements

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task lists were: ARI duty modeules, RETO "duty modules," CODAP officer task lists from which the officer leaderhsip task lists were developed, the USASMA list of non-MOS specific leader tasks for NCOs and CODAP enlisted task data bank, in use by the Army for over 10 years. These data were verified and augmented by additions from field survey participants, panels of experts, and project staff. The final verification of the accuracy and usefulness of the task lists can when they were used in the development of the JPDs. The construction of a job profile for each grade level will enable the Army to design a training program which is tailored to the specific role requirements for each grade. Results of this research will form the basis for planning new training programs with a minimum of repetition and a maximum of job-level specificity.

The current project is concerned only with common nontechnical leadership tasks and nontechnical leadership JPDs. Job analysis research was conducted for jobs at the more senior levels for commissioned officers. Work being done in USAREUR and CONUS on NCO job functions was not completed in time for utilization on this project. The accuracy and usefulness of the task lists will be more fully tested as the JPDs are used to examine the nature of the leadership and competency requirements of leaders. Since the task lists are the foundation of the JPDs, the usefulness of the JPDs will be dependent on the tasks from which they are built. These next steps and the results will be reported in the Task II Interim Report.

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INTRODUCTION

Commissioned Army officers receive formal leadership training from various schools in the Army educational system as they advance in grade and experience. In fact, leadership training often begins prior to formal entry in the Army, either at West Point, Reserve Officer Training Corps (ROTC), or in Officer Candidate School (OCS). Leadership courses are included in the curricula of the Officer Basic Course (OBC) attended soon after commissioning. Located at branch schools, OBC is designated to prepare officers to serve in the grade of lieutenant and to fill company grade positions. The Officer Advanced Course (OAC) is attended after three and one-half to six years of commissioned service. This course is also taught at branch schools and is designed to prepare the officer to serve in staff positions up to division level and to command a company size unit. The Combined Arms and Services Staff School (CAS^3) course will soon be attended by all officers who have seven to nine years of commissioned service. It is learned through a combination of correspondence courses and from resident attendance at the school located at Ft. Leavenworth, Kansas. CAS^3 is designed to prepare all officers to serve on division and corps level staffs. The Command and General Staff College (CGSC) course is for selected officers with between 11 and 15 years of commissioned service. It is designed to prepare officers to command battalions and to serve on brigade, division, and corps staffs. Finally, the Senior Service College (SSC) course is offered at either the Army War College (AWC) or its equivalent to selected officers who have served between 17 and 22 years. It is designed to prepare the officer to fill senior staff positions in both the Army and the National Defense establishment.

Noncommissioned officers are also afforded leadership training throughout their careers. Noncommissioned officers are provided an opportunity to attend the Primary Leadership Development Course (PNOC - combat arms) or the Primary Technical Course (PTC - other than combat arms) and the Basic Noncommissioned Officer Course (BNOC - combat arms) or the Basic Technical Course (BTC - other than combat arms). Enlisted

persons in grades E4 and E5 attend the non-MOS specific PNOC course which is a field-oriented course built around basic soldier skills and tasks. It is designed to develop leadership abilities to lead a small unit in various field situations. Noncommissioned officers in grade E5 and E5 (promotable) may attend the BNOC which is designed to develop skill-level-3 weapons systems and equipment experts who can train subordinates to maintain, operate, and employ their weapons and equipment. Noncommissioned officers in grade E6 and E6 (promotable) in all MOSs are eligible to attend the Advanced Noncommissioned Officer Course (ANOC) designed to train NCOs to provide the supervisory skills and knowledge needed to perform the duties of platoon sergeant or to assume comparable responsibilities. The Senior Noncommissioned Officer Course (SNOC) is open to first sergeant designees (E7s) and to first sergeants (E8s) who have been in their job for less than one year, and provides training in the most critical tasks of the first sergeant position. Finally, the Sergeants Major Academy trains E8s and E9s for positions of highest noncommissioned officer responsibility throughout the Army and Defense establishment.

In recent years, the Army has recognized a need for coordinating leadership training, both for officers and for noncommissioned officers, and the Combined Arms Center (CAC) has been tasked with this responsibility. This, in turn, has led to a desire to determine the nature of the specific leadership skills and competencies required at each of the various grade levels from sergeant through colonel. While it is postulated that there are a set of "generic skills" required for effective leader performance which remain the same, or are at least similar from level to level, the profile of the generic skills for the different levels may not be identical. As the profile changes with new grade levels, the training which individuals receive for their roles at the new grade levels could be based on these identified needs. This would provide for progressive development in these skills with each course and/or assignment serving as a foundation for the requirements of the next level, with training designed for minimum repetition and maximum job level specificity.

Variations in skill requirements from level to level are perceived not only as a result of the magnitude of resources available to any given level, but also of qualitative changes in the problem solving processes required at the various levels. It should be possible to develop a taxonomy for Army leader development by examining the progression of duties and problem solving processes required from grade level to grade level in terms not only of the specific skills needed by incumbents, but also in terms of the generic skills and their contribution to more general problem solving processes. Thus, the major objective of this research is to identify the non-technical leadership job functions and associated competencies needed at the different organizational levels.

Research on Job Dimensions and Competency Requirements

A substantial amount of work has already been performed at company grade levels for both commissioned and noncommissioned officers relative to non-technical leadership job functions and associated competencies. This research will attempt to extend these efforts to more senior levels and to encompass noncommissioned officers within a total model which can serve as the basis for development of leader assessment and training packages, and as a guide to management of the total leader development system. In order to meet this objective, the present research will accomplish the following:

- Develop a comprehensive job analysis data base for selected duties and positions, and develop from them more general functional leadership job performance dimensions (JPDs.).

- Determine empirically the leadership knowledges, skills, abilities and other characteristics (KSAOs) associated with successful performance of the previously determined job dimensions.

- Develop a comprehensive leader development model which specifies generic job dimensions and competencies, or generic skill requirements relevant to commissioned and noncommissioned officer positions at specified levels and compares the characteristics of these job dimensions and competencies within and between duty positions/grade levels.

The following duty positions are included in the research:

Department of the Army Staff Officer (06, 05)

Brigade Commander (06)

Battalion Commander (05)

Division Staff Officer (05, 04)

Brigade Staff Officer (04, 03)

Company Commander (03)

Battalion Staff Officer (04, 03, 02)

Platoon Leader (01, 02)

First Sergeant (E8)

Master Sergeant (E8)

Platoon Sergeant (E7)

Sergeant First Class (E7)

Squad Leader (E6)

Staff Sergeant (E6)

Fire Team Leader (E5)

Sergeant (E5)

Overview of the Task IIA Interim Report

The Statement of Work (SOW) for contract MDA-903-83-C-0062 specified that job analysis research was required for jobs at the more senior levels for commissioned officers and that "The (existing) data for noncommissioned officers will prove adequate for the present purchase." It was assumed that job analysis work underway in USAREUR and CONUS covering noncommissioned officer positions would provide the necessary data base for identifying the competencies or generic skills associated with noncommissioned officer functions. However, the work being done in USAREUR and CONUS on the NCO job functions has not been completed in time for utilization in this project. It was necessary, therefore, to find other sources of job analysis data for NCOs and to verify the job analysis data for both officers and NCOs to determine the adequacy of the data base before the development of job performance dimensions (JPDs) could begin. By definition, a JPD is a cluster of work-related tasks which, together, describe an aspect or portion

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(dimension) of a job. The current project is concerned only with common non-technical leadership tasks and, hence, common non-technical leadership JPDs. This Intermim Report will describe, in detail, the sources of job analysis data and the procedures used to revise, update, clarify, and verify this data for use as the basis for developing JPDs.

PROCEDURES

The general approach to the remediation of the task data bases consisted of the following steps.

1. Development of Provisional Task Lists

   a. Review existing relevant task data bases for both commissioned and noncommissioned officers.

   b. Prepare separate provisional master task lists for commissioned and noncommissioned officers drawing from all available sources.

   c. Identify where in the existing data bases inadequacies were defined as lack of information, incomplete information, and/or severely outdated information.

   d. Develop provisional leadership task lists from existing sources for both commissioned and noncommissioned officers. These lists would include only leadership-related tasks that were non-technical in nature and that appear to be common across branches and specialties.

   e. A thorough review of both task lists by project staff to eliminate redundancies, achieve some common level of specificity and describe each task in terms of a common use using an internally consistent set of descriptions.

2. Field Review and Verification

   a. Have the task lists reviewed by subject matter experts who are currently serving in the duty positions covered. To add missing tasks and revise the task lists to accurately reflect their work requirements.

   b. Site visit to Ft. Devens, Massachusetts

   c. Site visit to Ft. Lewis, Washington

   d. Site visit to Ft. Polk Louisiana

3. Review and revision of the task lists by SMEs (a group of retired senior Army officers).

4. Prepare final task lists for the development of the Job Performance Dimensions.

5. A final review and revision by SMEs when the Job Performance Dimensions (JPDs) were developed.

Development of Provisional Task Lists

A search of the literature and review of existing task data bases were made to determine potential sources of leadership task information. This search revealed two primary sources of existing data for noncommissioned officers, and three for commissioned officers.

Noncommissioned officer leadership task sources. As stated earlier, it was anticipated that ARI-sponsored job analysis efforts in progress in USAREUR and in CONUS covering noncommissioned officer positions would be completed in time for utilization in this leadership research. However, due to unforseen circumstances the results of the USAREUR survey were not available and the CONUS survey was seriously delayed. However, two sources of common non-technical leadership tasks performed by noncommissioned officers were available; these were the CODAP task lists compiled and up-dated by the Soldier Support Center, National Capital Region (SSC-NCR), and lists of NCO non-MOS specific leadership tasks compiled under contract for the U.S. Army Sergeants Major Academy (USASMA).

The CODAP task lists were grouped according to grade, from E5 through E7, and included task statements applicable to a minimum of 14 MOSs. These lists were not limited to leadership tasks, but included all tasks common to the specific grade level. The CODAP task lists for noncommissioned officers are considered complete and current by SSC-NCR. They have been entered into computerized records, and are updated periodically.

The USASMA lists of noncommissioned officer, non-MOS specific leadership tasks cover the positions of first sergeant. E8; platoon sergeant, E7; section chief, E6/E7; and squad leader, E6. The lists were derived from a USASMA Task List prepared by the Sergeants Major Academy in an effort to identify the common tasks associated with the duty position of first sergeant. This first sergeants task list was considered adequate by both USASMA, ARI, and the contractor and it was not necessary to augment it with CODAP tasks. The tasks associated with the duty positions of platoon sergeant, section chief, and squad leader

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had been derived from the First Sergeant's Task List (under a separate contract) by revising the task statements to fit the appropriate duty positions, deleting those tasks that did not apply, and adding tasks specific to a given position.

The process of translating the First Sergeants' tasks into work statements describing the tasks of the other duty positions was accomplished in three steps.

- The original translation of the First Sergeants' task list was accomplished with the assistance of a subject matter expert highly familiar with the NCO duty positions being studied. As a result of this initial effort, three additional task lists were developed from the original E8 List, one for each of the duty positions of platoon sergeant, section chief, and squad leader.

- The tentative lists were then given to eight job incumbents (two subjects per duty position) to identify those tasks which were, in fact, the non-MOS specific tasks performed by them in their jobs. All proposed changes were discussed with the subjects at great length to clarify the meaning and phrasing of the task statements. The lists then were revised and prepared for the final step in the process.

- Two groups of NCOs who were familiar with the specified duty positions and the task requirements of those positions were asked to review the tentative lists and make any additional changes. The two groups consisted of 16 instructors from the NCO academies located in USAREUR and six NCO members who have been recognized for superior performance. The group discussions focused on the three new provisional task lists. The lists were revised in an effort to reach consensus regarding the accuracy and applicability to the duty positions being studied.

The final products of this effort were four lists of tasks presented in a format which allows for a comparison of the lists and the identification of the changes that were made from the First Sergeants' List to each of the other positions.

This USASMA list expanded with USAREUR data and the CODAP lists of tasks common across MOSs for grades E5, E6, and E7 provided the data for developing a comprehensive list of common leadership tasks for noncommissioned officers. Following the development of this

comprehensive task list and verification in the field, it will be used as a basis for developing leadership JPDs for NCOs in the next phase of this research effort.

Commissioned officer leadership task sources. Contractor staff had previously collected job analysis data on officer positions for ARI. Between 1971 and 1975 five branches--Armor, Infantry, Engineer, Ordnance, and Quartermaster--were surveyed and duty positions job-analyzed for the grades of lieutenant through colonel. During this period a data bank totaling 1,648 tasks was completed for ARI in January 1976. This task list was not confined to leadership tasks, but included leadership tasks along with technical or branch material tasks, all of which were clustered according to functional similarity into 161 duty modules. The duty modules were designed to be used in different combinations as building blocks for describing complete jobs or duty positions, similar to the planned JPDs. They were intended to serve as a system to describe and classify jobs at a descriptive level detailed enough to provide the information needed without being cumbersome and complicated to use.

Subsequent to this work, in January 1978, a major study designed to assess the Army officer development program was completed. The report prepared by the Review of Education and Training for Officers (RETO) study group used the same duty module approach to grouping tasks into meaningful clusters. The report listed 104 new Duty Modules or clusters of related tasks in addition to the 161 Duty Modules developed under contract for ARI. The new Duty Modules were mostly applicable to the non-OPMS specialty branches--Chaplain, Judge Advocate General, and Medical Corps. There were, however, some revisions of the earlier Duty Modules and their clusters of tasks, along with a few new modules and tasks developed for the study group by the branch proponents (normally the branch schools). Like the original Duty Module task lists developed for ARI, the RETO clusters of tasks were not confined to leadership behaviors.

Using the job analysis of officer duty positions from the ARI-sponsored research of 1971-1975 and its own Army-wide work in compiling the RETO report in 1978 as a foundation, the RETO study group

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recommended that this work be continued until all duty positions held by officers in grades lieutenant through colonel were surveyed and the resultant tasks and task clusters made readily available to personnel planners and trainers through a computerized data bank. The Military Personnel Center, now the Soldier Support Center, National Capitol Region (SSC-NCR), assumed this responsibility. When the current leadership research project began, the on-going collection of job analysis data on officers by the SSC-NCR using CODAP was about 90 percent complete for company grade officers and over 70 percent complete for field grade officers.

These three sources of officer job analysis data--the ARI-sponsored survey of five branches, the RETO survey of all branches, and the continuing SSC-NCR CODAP survey of all branches--were to form the basis for developing lists of officer leadership tasks. Following verification in the field, this task data base is to serve as the basis for the development of leadership job performance dimensions for officers in the next phase in this research effort.

Task List Remediation and Field Verification

A series of site visits were conducted at which time subject matter experts (i.e., individuals currently serving in the duty positions covered) were asked to review the provisional task lists. They were asked to recommend any changes, revisions, additions, and deletions they felt were required.

Noncommissioned officer task list review. An initial field verification visit was made to Ft. Devens, Massachusetts. Six panels of three people each were convened to review the task lists. Three panels of E8s (first sergeants and master sergeants), and three panels of E7s (platoon sergeants and sergeants first class) were assigned to the three task lists (E5, E6, and E7). One E8 panel and one E7 panel independently reviewed each of the task lists as shown below in Table 1.

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TABLE 1

Level	Panel	Task List Review
E8	Panel 1	E5
E8	Panel 2	E6
E8	Panel 3	E7
E7	Panel 1	E5
E7	Panel 2	E6
E7	Panel 3	E7

Each task on the list was typed onto a 3 x 5 card. Panelists were requested to cluster the tasks that were related by sorting the task cards into as many separate piles of similar tasks as they thought necessary. In addition, they were asked to list the task numbers of all tasks which did not apply to the grade under consideration; indicate which tasks should be grouped or combined into a single task and, if possible, to write a task statement for the new task; reword any tasks which, though applicable, did not quite state the job to be done accurately; and finally, to list any additional leadership tasks which incumbents perform but which were not on the task cards.

The panels' work at Ft. Devens was analyzed by subject matter experts. As a result, the leadership task lists for E7s, E6s, and E5s, were revised accordingly, dropping non-applicable tasks, combining tasks where appropriate, and rewording and adding tasks where appropriate.

In preparation for the next data collection phase at Ft. Lewis, Washington, the refined, but still provisional task lists were typed on individual cards, and a set of six card decks were prepared for each grade level. The E5 card deck contained 284 tasks; the E6, 188 tasks; and the E7, 180 tasks. Data collection procedures were developed and a set of instructions was prepared for each incumbent who was to participate as a panel member in tne field verification.

It should be noted that the design and development of materials for the Ft. Lewis survey were accomplished by ARI. As planned, ARI staff were to develop the NCO task lists for USASMA and make the results

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available to the leadership project. It became apparent that the USASMA project timetable was slipping (e.g., that an anticipated large-scale mail survey to be conducted by the Soldier Support Center would be delayed for about one year) and ARRO was asked to develop the NCO task lists in parallel to the officer lists as part of the data base remediation.

Ft. Lewis Site Visit. The stacks of task cards for noncommissioned officers were reviewed by six panels of noncommissioned officers. The composition of these six panels is shown in Table 2.

One E8 panel and one E7 panel rated the tasks applicable to each grade level, E5 through E7. The tasks were rated for importance, frequency, and level of difficulty using a five-point scale. Panelists rated each task three times - once for each dimension by sorting the task card decks. The score for each rating was recorded on an answer sheet.

Analysis of the noncommissioned officer data collected at Ft. Lewis failed to reveal any patterns among panelists. After reviewing the results and procedures it was felt that the lack of consistency among raters was due to two major factors. The first was that the composition of the review panels was heavily weighted on the maintenance, finance, military police and medical areas and there was little commonality across fields. In addition, the CODAP task lists from which the experimental task lists were extracted tended to be more technical and more specific than did the lists of common leadership tasks developed for USASMA. For this reason, a decision was made to develop a new set of task lists based on the USASMA lists. The USASMA task lists had already been reviewed by three successive panels of incumbents and SMEs (under a separate contract) and were at about the same level of development as were the officer task lists following the visit to Ft. Lewis.

TABLE 2

Panel #	Grade	Duty Position	Grade Level of Task List Addressed
1	E-7	Chief, Control Section	E-7
1	E-7	Chief, Finance Section	E-7
1	E-7	Chief, POL Section	E-7
1	E-7	Platoon Sergeant	E-7
1	E-7	Operations Sergeant	E-7
2	E-7	NCOIC DX Activity	E-6
2	E-7	Treatment PH Sergeant	E-6
2	E-7	Engineer Platoon Sergeant	E-6
2	E-7	Medical Company Technician	E-6
3	E-7	Aircraft Maintenance Platoon Sergeant	E-5
3	E-7	Transportation Platoon Sergeant	E-5
3	E-7	Law Enforcement Command S-3 Sergeant	E-5
3	E-7	Correctional Custody Facility First Sergeant	E-5
4	E-8	NCOIC Military Pay Section	E-7
4	E-8	First Sergeant, Finance Unit	E-7
4	E-8	Operations Sergeant, Construction Engineering Battalion	E-7
4	E-8	Assistant Operations Sergeant, Maintenance Battalion	E-7
5	E-8	Maintenance Control Sergeant	E-6
5	E-8	Operations Sergeant, Medical Battalion	E-6
5	E-8	Food Service Supervisor	E-6
5	E-8	Operations Sergeant, Maintenance Battalion	E-6
6	E-8	First Sergeant, Maintenance Battalion	E-5
6	E-8	S2/S3 Section Sergeant, Maintenance Battalion	E-5
6	E-8	Provost Sergeant, Correctional Facility	E-5
6	E-8	MP Operations Sergeant	E-5

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The USASMA task lists had been developed initially to describe the leadership tasks performed by first sergeants. The tasks performed by platoon sergeants, section sergeants, and squad leaders were then extrapolated by SMEs and the lists subjected to scrutiny by a series of SME and job-incumbent panelists. To ensure that the lists were as comprehensive as possible, the contractor's research staff screened the tasks on the CODAP printouts used for Ft. Lewis for each NCO grade and compared the list with the USASMA list for that same grade. Any leadership-related tasks on the CODAP printout, but not on the USASMA task lists, were added to the USASMA lists. The USASMA task list for squad leaders, E6s, was expanded to include tasks for assistant squad leaders; thus extending the list down to E5s. Next, any added tasks were examined to see whether similar tasks should be included in the lists for the other NCO levels. In this manner, all CODAP tasks at each level were reviewed for their applicability to all NCO levels E5 through E8. In addition, the staff attempted to eliminate redundancy, achieve a common level of specificity of the task statements, and combine closely related tasks. As a result of this process, additions/deletions were made in the USASMA task lists as shown in Table 3.

The new (revised USASMA) task lists were field-tested at Ft. Polk, Louisiana. Forty-six noncommissioned officers reviewed the task lists. The characteristics of the participants are shown in Table 4. All of the noncommissioned officers were assembled in a theater and given a revised list of tasks which applied to their own grade. They were not given consolidated lists of tasks for all NCO grades but were given an additional list of those tasks which were applicable to first sergeants, E8s, since all of the task lists for E5s, E6s, and E7s were derived from that "master list." Respondents were to read through the list of tasks applicable to their grade and mark all tasks which apply to their current position. In addition, E5, E6, and E7 respondents were instructed to review the first sergeant's task list and to add any other tasks required to make the list as complete as possible. As a final item, they were asked to indicate the percentage of their non-MOS specific leadership tasks covered by the list. (See Appendix A.)

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TABLE 3

Grade Level	Number of Tasks On USASMA List	Number of Tasks On Original USASMA List Deleted or Incorporated Into Another Task By Rewording	Number of Tasks Added to Original USASMA List From the CODAP List	Number of Tasks on Revised USASMA Lists
E-8	261	-24	+25	262
E-7	232	-32	+40	240
E-6	232	-53	+37	216
E-5	214	-65	+32	181

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TABLE 4

Characteristics of the Ft. Polk

Noncommissioned Officer Field Verification Sample

Grade	Number of Incumbents	Duty Position	Number of Incumbents	Type of Duty	Number of Incumbents
E-8	12	Command*	27	Combat	12
E-7	12	Staff	19	Combat Support	15
E-6	5	TOTAL	46	Combat Service Support	13
E-5	17			Unknown	6
TOTAL	46			TOTAL	46

*Command positions for noncommissioned officers
are construed to be those of 1st Sergeant,
Platoon Sergeant, Squad Leader, or Fire Team
Leader or their equivalent as contrasted with
a supervisory position in a staff section.

Table 5 shows the coverage of non-MOS specific leadership tasks achieved by the revised USASMA task list for both command and staff assignments at the various grade levels. Only one noncommissioned officer listed five additional tasks which he felt should be added to the task list to make it more complete.

The task lists were revised based on Ft. Polk data. If no more than one respondent in a grade level indicated that a task was applicable to his/her position, the task was deleted from the task list for that grade level. If two or more respondents in a grade level indicated that a task on their own task list or on the first sergeant's task list which they reviewed was performed by them, the task was retained or added for that grade level. Using these criteria, no tasks were added or deleted from the E8 task list. Twenty tasks were added and no tasks were deleted from the E7 list. Fifteen tasks were added and eleven tasks were deleted from the E6 task list; and thirty tasks were added and two were deleted from the E5 list.

Commissioned officers. A provisional list of leadership tasks performed by commissioned officers was developed from the three major task sources described previously.

- ARI Duty Modules

- RETO Duty Modules

- CODAP Task Lists

The 1,648 tasks contained in the 161 officer duty modules compiled for ARI in earlier research were reviewed by a subject matter expert (SME) to extract all tasks which involved non-technical leadership tasks which appear to be common to all branches. Two-hundred and eighty-five leadership tasks were selected from the ARI duty modules for the initial task lists.

The 104 duty modules developed by the RETO study group were next examined by the SME to extract any additional generic non-technical leadership tasks which did not duplicate tasks already extracted from the ARI Duty Module task data bank. Seventeen new tasks were added to the tentative list as a result of this step.

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Leadership

TABLE 5

The Degree to Which the Task Lists
Cover the Leadership Aspects
of Selected Positions

NONCOMMISSIONED OFFICERS

Grade	E8		E7		E6		E5	
Assignment	Command[1]	Staff	Command[1]	Staff	Command[1]	Staff	Command[1]	Staff
N	9	3	6	6	4	1	8	9
Average percent of coverage	91%	63%	75%	81%	77%	95%	67%	70%

[1]Command positions for noncommissioned officers are construed to be those of 1st Sergeant, Platoon Sergeant, Squad Leader, or Fire Team Leader as contrasted with a supervisory position in a staff section.

Finally, the CODAP task lists of common tasks for field grade and company grade officers were searched by the SME to find additional common, non-technical leadership tasks not already found in the other sources for inclusion in the comprehensive provisional task list. Sixteen tasks for company grade officers and 72 tasks for field grade officers were added to the list of tentative leadership tasks from the CODAP data.

Three members of the research staff then reviewed and revised the provisional list of 390 tasks to eliminate redundancies and to combine tasks where appropriate to achieve a common level of specificity. This panel reduced the number of leadership tasks to 183. This list was then divided into 112 tasks thought to be common to all officer grade levels, 66 tasks thought to be unique to field grade officers, and five tasks thought to be unique to company grade officers.

Three separate survey instruments for officers were prepared in preparation for data collection at Ft. Lewis, Washington. The first contained only the tasks thought to apply exclusively to field grade officers. This list had 66 tasks. The second list contained the five tasks thought to apply only to company grade officers, and the third list consisted of those 112 tasks thought to apply to all officer grade levels. Procedures for the actual data collection and instructions for the panelists complete with examples were also developed (see Appendix B).

The three lists of tentative common, non-technical leadership related tasks for officers were reviewed by six panels of incumbents at Ft. Lewis, Washington. The composition of the six panels is shown in Table 6. To open the session, each panelist briefly outlined his/her principal duties. These were recorded and used at the end of the session to ensure that all leadership facets of the job were covered by the task list.

The panel then discussed each of the 183 tasks on the three task lists to determine whether it should be on the list of leadership tasks, whether it was common across many duty positions, and finally, whether the task was worded correctly. Redundancies were noted and closely related tasks were combined where appropriate. Following this

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TABLE 6

Panel #	Grade	Duty Position
1	O-6	Infantry Brigade Commander
1	O-5	Deputy DISCOM Commander
2	O-2	Infantry Brigade S1
2	O-4	Infantry Brigade S2
2	O-4	Infantry Brigade S3
2	O-3	DISCOM S4
3	O-5	Infantry Battalion Commander
3	O-5	Artillery Battalion Commander
3	O-4	Infantry Brigade Executive Officer
4	O-2	Infantry Battalion S1
4	O-3	Infantry Battalion S3
4	O-3	Tank Battalion S3
4	O-2	Support Battalion S2/S3
5	O-3	Infantry Headquarters and Support Company Commander
5	O-3	Infantry Headquarters Company Commander
5	O-3	Rifle Company Commander
5	O-3	Tank Company Commander
5	O-3	Artillery Service Battery Commander
5	O-3	Artillery Headquarters Battery Commander
6	O-2	TOW Platoon Leader
6	O-1	Rifle Platoon Leader
6	O-2	Field Artillery Target. g Officer
6	O-1	Rifle Platoon Leader
6	O-2	Field Artillery Brigade Support Officer
6	O-1	Medical Company Platoon Leader

examination of the task lists, the descriptions of the duties associated with each panelist's position were discussed. Each panelist was asked to indicate the adequacy with which the task lists covered the non-technical leadership-related parts of the job. As a result of the Ft. Lewis discussions, 38 tasks were deleted from the list of tasks common across grade levels, one task was moved from the unique to field grade list to the unique to company grade list, five tasks were moved from the common across grade level list to the unique to company grade list, 22 tasks were added to the common task list based on the recommendations of panelists, and 11 tasks were reworded or combined into others. The combined task list which emerged from the panel discussions at Ft. Lewis, Washington, contained 156 tasks for officers in grades 0-1 through 0-6.

The next steps in the remediation and field verification of the commissioned officer task data bank were accomplished at Ft. Polk, Louisiana. Fifty-nine officers stationed there participated in the review of the non-technical leadership-related task list for officers. The characterizations of the sample are shown in Table 7.

Respondents were assembled in a theater where they were asked to review the comprehensive officer task list containing 156 leadership-related tasks which resulted from the Ft. Lewis panel discussions. They were requested to read through the list, mark all tasks which apply to their current duty position, indicate the percentage of their non-technical leadership tasks covered by the list, and finally, to list any additional tasks which should be added to make the list as complete as possible (see Appendix C). The task list was coded as to whether each task was thought to be performed by field grade, company grade or all grades of officer.

Table 8 reflects the coverage of leadership tasks afforded by the officer task list as judged by the respondents. The respondents recommended that an additional 38 tasks be added to the consolidated list of officer leadership tasks. The analysis of the responses by officers to the survey conducted at Ft. Polk indicated that no less than four officers responded positively to any one of the 156 tasks on the officer task list. There were 22 tasks which received a relatively

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TABLE 7

Grade	Number of Officers	Duty Position	Number of Officers	Type of Duty	Number of Officers
06	2	Command	33	Combat	29
05	9	Staff	<u>26</u>	Combat Support	14
04	7	TOTAL	59	Combat Service Support	<u>16</u>
03	22			TOTAL	59
02	12				
01	<u>7</u>				
TOTAL	59				

TABLE 8

The Degree to Which the Task Lists
Cover the Leadership Aspects
of Selected Positions

COMMISSIONED OFFICERS

Grade	06		05		04		03		02		01	
Duty Position	Command	Staff	Command	Staff	Command	Staff	Command	Staff	Command	Staff	Command	Staff
N	2	0	7	2	0	7	11	11	6	6	7	0
Average percent of coverage	85%	*	88%	95%	*	81%	82%	85%	83%	68%	68%	*

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small positive response and each of these was examined individually.
All 22 tasks were somewhat esoteric, e.g., "Perform appellate functions
for Article 15 appeals" (a task performed by brigade and battalion
commanders only but which does apply across branches). After this
review it was concluded that no officer tasks should be deleted.
However, 19 tasks labeled "field grade only" were changed to the
"common" category, two tasks were changed from "field grade only" to
"company grade only," and five tasks in the "company grade only"
category were moved into the "common" category.

Final Review and Revision

Following the field verification at these sites of the lists of
common, non-technical leadership tasks for officers and of non-MOS
specific leader tasks for noncommissioned officers, a final panel of
SMEs was convened to:

- Consider the additional tasks recommended by
  incumbents for inclusion in the task lists.

- Further refine the task lists based on the
  experiences and interpretation of the field
  verification data.

The panel was composed of six retired Army colonels--four from
combat arms, one from combat support, and one from combat service
support--and two psychologists from the ARRO research team.

Officer task data. Panelists reviewed each task on the
consolidated list for officers. In the final review, some tasks which
appeared to be too broad were divided into separate tasks. A few very
narrow tasks were combined into a single task by rewording. Several
tasks were eliminated because of redundancy. The panel then selectively
added 20 tasks recommended by participants during the field
verification. The final leadership task list for officers contained 163
separate tasks coded to indicate those performed by field grade, those
performed by company grade, and those common to all grades (see Appendix
D).

Noncommissioned officer task data. The task lists for
noncommissioned officers had remained separate through field
verification--one each for E5s, E6s, E7s, and E8s--to preserve the

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compatability with the USASMA and CODAP lists from which they were derived. Prior to being addressed by the SME panel, the four separate task lists were combined into a single list retaining the same task numbers which had been preserved throughout, but coded to indicate which NCO grade or grades perform the task. The same SME panel which had already examined the task list for officers reviewed the list of tasks for noncommissioned officers. Of the 304 tasks on the USASMA list, 88 were deleted by rewording and combining them into other similar or related tasks; and one task was added by the SME panel from the list suggested by the field verification participants. The final comprehensive task list contains a total of 217 tasks coded by grade (E5 through E8) (see Appendix E).

SUMMARY AND CONCLUSIONS

The overall procedure used for remediating position task data bases and for developing a set of leadership task lists for both commissioned and noncommissioned officers consisted of:

1. Compiling a comprehensive list of non-
    technical leadership-related tasks from
    existing task data sources.

2. Combining and reviewing the lists using
    leadership project staff and external subject
    matter experts as judges.

3. Preparing provisional task lists.

4. Subjecting the task lists to review
    and verification by SMEs (position
    incumbents) at selected military
    posts in CONUS.

5. Having the resulting task lists and data
    reviewed by a panel of SMEs (a group of
    retired senior Army officers).

6. Creating the final task lists for
    commissioned and noncommissioned officers.

The development process was an iterative one which successively reviewed and refined the initial task lists until the project staff and subject matter experts were convinced that the task lists were accurate, comprehensive, and as current as possible.

The sources of the tasks were: ARI Duty Modules, RETO "Duty Modules," CODAP officer task lists from which the officer leadership task lists were developed; the USASMA list of non-MOS specific leader tasks for NCOs and CODAP enlisted task data bank which has been in use by the Army for over ten years. These data were verified and augmented by additions from field survey participants, panels of experts and project staff.

The final verification of the accuracy and usefulness of the task lists came when they were used in the development of the Job Performance

Dimensions (JPDs). During the JPD development, the task lists were
reviewed by a panel of SMEs one final time. The accuracy and usefulness
of the task lists will be more fully tested as the JPDs are used to
examine the nature of leadership and the competency requirements of
leaders. Since the task lists are the foundation of the JPDs, the
usefulness of the JPDs will be dependent on the tasks from which they
are built. These next steps and the results will be reported in the
Task II Interim Report.

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APPENDIX A

NCO Survey Instrument Used at Ft. Polk, LA

> Follow the steps outlined below in evaluating leadership-related tasks for your grade and duty position.

1. Complete the information on the Demographic Data sheet which will provide information as to the duty position and career field of the person completing the questionnaire.

2. Read the procedures for reviewing the list of non-technical leadership tasks which you are asked to study in detail.

3. Read the examples of some leadership tasks which have been provided in order to assist you in deciding whether or not a task involves leadership.

4. Read through the list of leadership tasks to determine whether or not they are applicable to your grade or duty position, whichever is higher.

    a. Circle the number to the left of each task which you do.

        Example: (23.) Counsel subordinates on financial matters.

    b. Place an "X" over the number to the left of each task which you do not perform.

        Example: X. Appoint members of selection boards.

    c. Reword any task which applies to your grade or duty position but needs rewording for accuracy, completeness, etc.

        Example: Repair ~~fixed wing aircraft~~.
                         helicopters.

5. Add any leadership tasks which you perform but are not on the task list.

    Example: Conduct orientation tours around the post for newly assigned personnel.

6. FOR NON-COMMISSIONED OFFICERS ONLY: If a task on your task list has been deleted and replaced by the words "Not Applicable," please refer to the same task number on the E-8 or E-7 task list which has been provided. Read the task. If you think it does apply to your grade and duty position, write in the task as it applies to you beside the appropriate number on your task list.

A-1

Procedures for Task List Review
(Fort Polk, Louisiana)

1. Meeting objectives:

   ● To obtain an accurate and up-to-date list, adding tasks where necessary.

   ● To ensure that the task list is both comprehensive and leadership-related.

2. Review existing tasks according to the following criteria:

   ● Is the task part of your job? Is it something you do? (Circle the number opposite those tasks which you do in your current duty position.)

   ● Is the task leadership-related?

     - A leadership task is one that impacts on personnel, equipment, information, or other resources.

     - Leadership tasks involve making decisions or choices; e.g., how and when specific actions should be taken.

     - Leadership tasks may involve interpersonal aspects, communication aspects, or management functions (e.g., coordination, administration, planning).

     - A task which is purely technical in nature is usually not considered to be leadership-related.

   ● Is the content of the task accurate?

3. Assess the comprehensiveness of the task list.

   Does the list of tasks, taken as a whole, adequately represent and cover the key aspects of your job. What, if any, critical tasks have been omitted? Write additional leadership tasks, if necessary, to make the list more complete.

4. Additional activity (if time permits).

   What are the objectives or goals toward which your leadership tasks are directed? What are you trying to accomplish? Goals should be neither so broad as to apply to the whole Army, nor so specific as to apply to only one or two tasks. Each goal should begin with an infinitive phrase, "To ...."

Examples of Leadership-Related Tasks

A leadership task is one that impacts on the following:

- Other Personnel   e.g., Recommend individual assignments to key positions.

- Equipment   e.g., Control employment of unit's organic fire support weapons.

- Information   e.g., Schedule, plan, and/or conduct appointments, conferences, and meetings.

- Other Resources   e.g., Conduct alcohol and drug abuse programs.

A leadership task may involve the following:

- Decision-Making   e.g., Locate valuable property which has been reported missing from barracks. (This task is leadership-related because it involves decisions such as whether or not to conduct a search, when and where to search, and who should make the search).

- Interpersonal Aspects   e.g., Coordinate race relations and equal opportunity programs.

- Communication Aspects   e.g., Counsel and assist supordinates on personal affairs, job performance, and disciplinary matters.

      e.g., Screen incoming correspondence and distribute for action or information.

- Management Functions   e.g., Organize personnel and other resources into functional areas to accomplish mission.

A leadership task may be technical in nature:

    e.g., Qualify with individual weapon. (This task is leadership-related because the person is setting an example for others.)

    e.g., Emplace and employ target acquisition radar or other sensing devices. (This task is not considered leadership-related since it is a purely technical task.)

A-3

Demographic Data

Leadership Tasks for _____

Date _____

Grade/Rank _____, _____
                    (Actual)   (TOE or TDA)

Duty Position/Title _____

Career Field _____

Primary MOS/Specialty Code _____

Procedures for Identification of Job Goals and Objectives
for NCOs

Please list the goals/objectives toward which your leadership tasks are directed. What are you trying to accomplish?

As an example, we have listed below several goals which might be related to the job of a registered nurse:

- To conduct appropriate medical procedures with regard to the care and treatment of patients.

- To keep hospital routine running as smoothly as possible.

- To establish a rapport of open communication with patients.

If possible, when you are listing the goals/objectives of your job, begin with the word "To." Remember, the goals must be job-related. Please list your goals/objectives below.

To _____

To _____

To _____

To _____

To _____

IF ADDITIONAL SPACE IS NEEDED, CONTINUE ON REVERSE SIDE.

22. Incorporated into Task #21.

23. Consolidate/prepare recurring reports--input to 1SG.

24. Prepare military correspondence (assemble, check content, format, accuracy, etc.).

24a. Brief subordinates on precautions for using high voltage equipment and treat casualties for shock and burns, if required.

25. Develop inspection checklist.

26. Use the functional files maintained at the unit.

27. Monitor fund drive collections in platoon.

28. Prepare sick slips (DA Form 689).

29. Not applicable.

30. Initiate requests for orders.

31. Prepare assigned area for inspection and assist superior in the conduct of inspections of personnel and equipment.

32. Not applicable.

33. Maintain a special activities calendar.

34. Recommend individuals for personnel actions (promotion, reassignment, reduction, flagging action, etc.).

35. Not applicable.

36. Not applicable.

37. Monitor suggestion program for platoon.

38. Supervise requisition/maintenance of publications and blank forms for platoon.

39. Maintain (limited) military publication library.

40. Not applicable.

41. Prepare and maintain reading files.

42. Provide input to unit historical report.

43. Incorporated into Task #3.

44. Not applicable.

45. Not applicable.

46. Not applicable.

47. Not applicable.

48. Incorporated into Task #38.

49. Not applicable.

50. Prepare After-Action Reports.

50a. Conduct a fire prevention program to include SOPs, drills, firefighting equipment.

51. Draft messages (DD Form 173).

51a. Review and revise safety SOP.

52. Conduct meetings (briefings, discussions, seminars, etc.).

53. Attend meetings (staff, commander, council, promotion boards, courts martial, etc.).

54. Sit as a member of a promotion board.

54a. Check area of responsibility and equipment for unsafe conditions/fire hazards and correct/report unsafe conditions/safety violations.

Supply

55. Monitor/check effectiveness of troop mess facility (sanitation, food preparation, etc.)--input to 1SG.

56. Evaluate effectiveness of platoon supply (economy, accountability, etc.).

57. Arrange and coordinate for transportation of personnel and equipment.

57a. Monitor the requisitioning, use and retrun of protective clothing and safety gear.

58. Monitor/coordinate resupply operations.

59. Determine supply requirements.

60. Brief soldiers on the procedure they must follow regarding supply accountability.

61. Make recommendations regarding reports of survey and statements of charges.

62. Check unit firefighting equipment for serviceability and safe operating conditions and report unserviceable/unsafe equipment.

63. Control equipment usage.

64. Conduct physical inventory of platoon organizational property.

65. Included in 61.

66. Conduct inventory of personal effects and military equipment (to include absentees').

67. Inspect basic loads.

68. Maintain hand receipts.

69. Not applicable.

General Military

70. Enforce standards of military discipline, courtesy, and dress.

71. Monitor platoon health and welfare and advise superior of problem areas.

72. Determine projects and details for extra training of personnel.

73. Not applicable.

74. Recommend judicial (courts martial) and non-judicial (Article 15) action to 1SG/commander.

75. Visit personnel in hospital/confinement.

76. Recommend non-punitive (letters of reprimand, admonishment, etc.) disciplinary measures to 1SG.

77. Protect the rights of an accused or suspected individual.

78. Monitor relationships between unit officers and NCOs as pertains to the platoon.

79. Explain local laws, regulations, customs, and civilian-military relations (e.g., Status of Forces Agreement, city status, off-limit establishments, etc.) to platoon personnel.

80. Inspect individual equipment for serviceability.

80a. Prepare and forward accident reports.

81. Assist in development of junior officers.

82. Recommend pretrial confinement to 1SG.

83. Form and march platoon for drill and ceremonies.

84. Not applicable.

85. Not applicable.

86. Not applicable.

87. Not applicable.

88. Plan/organize platoon recreation activities.

89. Research/familiarize self with manual for courts martial.

90. Monitor Unit Fund Council meetings and functions.

91. Assist commander to determine criteria for probable cause for search and seizure.

92. Supervise the preparation of sworn/unsworn statements.

93. Included in #79.

94. Supervise occupation and restoration of platoon bivouac area.

95. Supervise platoon area security.

96. Implement tactical cover and deception plans (noise, light, litter discipline, camouflage, etc.) for platoon.

97. Organize/supervise the MUAA/IUA (trains) area.

98. Included in #94.

99. Implement/supervise preparation of advance party.

100. Erect and repair field fortifications.

101. Instruct subordinates in field sanitation techniques and enforce compliance.

102. Implement/review operations orders for impact on platoon capabilities.

103. Plan platoon command post (CP) general location.

104. Prepare/implement platoon tactical feeding plan.

105. Not applicable.

106. Supervise implementation of NBC protective measures and render required reports.

106a. Decontaminate equipment.

106b. Monitor use of unit radio during NBC survey/monitoring.

107. Supervise tactical troop ground movements.

108. Prepare/monitor loading plans and check loaded vehicles for compliance with plans.

109. Supervise handling of prisoners of war and refugees.

110. Implement human relations program for platoon.

111. Supervise platoon members' personal hygiene.

112.   Support post/community details.

113.   Brief personnel on standards, traditions, and duties in the Army.

113a. Instruct personnel on guard duties, conduct guard mount, post, and
       inspect sentinels.

Personnel Management

114. Counsel and assist personnel with personal problems.

115. Included in #114.

116. Included in #34.

117. Recommend to 1SG approval/disapproval of personnel actions (DA Form 4187).

118. Evaluate and counsel military personnel on job performance (good and bad).

119. Counsel personnel concerning personnel actions.

120. Prepare EER/SEER and review for accuracy and completeness.

121. Make appointments for platoon enlisted personnel (medical, chaplain, IG, AER, etc.).

122. Recommend personnel for administrative elimination to 1SG.

123. Recommend personnel for special/additional duties.

124. Included in #137.

125. Recommend duty assignment and changes in utilization of personnel.

126. Not applicable.

127. Included in #125.

128. Included in #120.

129. Monitor/supervise platoon weight control program.

130. Supervise the platoon enlisted sponsorship program.

131. Counsel personnel on SQT (e.g., preparation, scoring, importance, etc.).

132. Not applicable.

133. Prepare/review platoon enlisted personnel rating scheme.

134. Recommend personnel for MOS reclassification.

135. Identify platoon members for whom an EER is due.

136. Provide input to TOE/TDA changes.

137. Write/provide input for recommendations for awards/decorations and monitor program.

138. Prepare/review military personnel job descriptions.

139. Write letters of welcome to newly assigned platoon personnel.

140. Provide input to manpower survey documentation.

140a. Establish work priorities and distribute workloads.

141. Assist platoon members preparing DA Form 4187, Personnel Actions.

142. Not applicable.

143. Not applicable.

144. Explain to Service Member (SM) why he/she must perform post details that do not pertain to his/her MOS.

145. Not applicable.

146. Not applicable.

147. Apply motivational (rewards and punishments) techniques.

148. Supervise/monitor conduct of counseling in the platoon.

149. Conduct referrals to service agencies.

150. Assist in career planning and personal development.

Training

151. Conduct NCO calls within platoon.

151a. Instruct personnel in combat patrol techniques.

152. Recommend personnel to attend service schools/additional or specialized training.

152a. Conduct dismounted drill.

153. Provide input to training schedules.

154. Provide input for planning of unit NCO training to 1SG.

155. Develop/conduct physical fitness training/program in platoon.

156. Provide training guidance and evaluate SQT results for subordinates.

157. Monitor subordinates' attainment of DA minimum civilian education goals.

158. Instruct platoon members on relationship between soldiers' manuals, SQT's, and ARTEP's.

159. Critique deficiency of platoon enlisted instructors.

160. Evaluate training effectiveness to determine if commanders' training objectives are met.

161. Implement/conduct training to correct individual deficiencies in platoon.

162. Conduct train-the-trainer sessions for platoon NCO's.

162a. Conduct training rehearsals and both classroom and outdoor/field type training.

163. Included in #229.

164. Insure platoon members attend unit training.

165. Included in #172.

166. Review training performance objectives.

167. Provide input to unit Master Training Forecast.

168. Conduct critiques of platoon training.

169. Evaluate individual training for platoon personnel.

170. Organize/implement platoon SQT study program.

171. Plan use of available training time.

172. Plan, coordinate, and conduct both individual and platoon training.

173. Included in #172.

174. Implement tasks for inclement weather training.

175. Select performance objectives based on commander's and SQT training guidance.

175a. Demonstrate proficiency with and instruct subordinates in the firing and maintenance of TOE weapons.

175b. Instruct subordinates in the use of mines, demolitions, and booby traps.

176. Designate and train enlisted training instructors for platoon.

176a. Demonstrate proficiency and instruct subordinates in first aid techniques.

177. Coordinate platoon training support.

178. Included in #172.

179. Determine and coordinate required support for training.

180. Included in #172.

181. Not applicable.

182. Not applicable.

183. Identify/review and use training publications.

184. Included in #172.

185. Evaluate collective training, using ARTEP evaluation standards.

186. Included in #172.

187. Draft/review a training outline.

188. Implement an on-the-job (OJT) training program.

188a. Demonstrate proficiency and instruct subordinates in the installation and use of wire communications.

189. Incorporate multi-echelon collective training in training program (e.g., concurrent training).

190. Conduct training briefings.

191. Record results of training.

191a. Demonstrate proficiency and instruct subordinates in correct radio/telephone procedure and operator maintenance.

Maintenance

192. Not applicable.

193. Inspect platoon organizational equipment (TASC, NBC, tents, field mess, etc.).

194. Inspect weapons/supervise and monitor cleaning and lubrication of weapons.

195. Instruct personnel in vehicle operator maintenance techniques and spot-check platoon vehicles for preventive maintenance indicators.

196. Check unit vehicles, equipment, and area for hazardous/unsafe conditions and correct/report safety program violations.

197. Recommend soldiers for driver training program.

198. Monitor platoon vehicle trip tickets and dispatch records.

199. Included in #203.

199a. Encrypt and decrypt numbers and grid zone letters using automated CEOI.

200. Inspect platoon maintenance/pioneer tools.

201. Supervise/monitor platoon personnel performing preventive maintenance.

202. Monitor driver awards program.

203. Review operational readiness status of platoon vehicles and equipment.

204. Included in 208i.

205. Not applicable.

206. Review unit Material Readiness Report (DA Form 2406) for platoon.

207. Inspect equipment log books.

208. Establish maintenance priorities for platoon.

208a. Review and revise shop SOP.

208b. Requisition maintenance publications and maintain a reference library.

208c. Review maintenance/repair work assignments and prepare work schedules.

208d. Determine repair request priorities.

208e. Initiate Equipmen: Improvement Recommendation (EIR).

208f. Inspect vehicles ard equipment for condition and serviceability.

208g. Prepare both serviceable and unserviceable equipment for turn-in and initiate requests for issue/turn-in.

208h. Review/revise shop TOE/TDA.

208i. Review/revise maintenance SOPs, inspection checklists, modification work order (MWOs) records, logbooks, and prepare inspection reports.

208j. Process maintenance/calibration requests/work orders and coordinate workload with supporting unit.

208k. Install, maintain, regulate, and operate generators.

Security

209. Correct/report security violations.

210. Supervise/monitor key control within platoon.

211. Insure personally owned high dollar value items are registered by serial number for platoon members.

211a. Handle the receipt, storing, access, and destruction of classified materials in accordance with regulations.

212. Insure that privately owned weapons are secured in accordance with local directives.

213. Safeguard "for official use only" and other classified material.

214. Conduct physical security inspections and determine unit physical security requirements.

215. Maintain a safe or cabinet security record (DA Form 672).

216. Prepare/maintain security access roster.

217. Conduct arms room inspection.

218. Check security of serial numbered items.

219. Recommend suspension/revocation of security clearances.

220. Not applicable.

221. Collect/report information of potential intelligence value.

222. Conduct platoon physical security training.

223. Implement/enforce unit communications security procedures.

223a. Identify/report communications interference.

223b. Inspect/test communications security equipment for serviceability.

224. Conduct platoon security briefings.

225. Monitor DA Form 727, Classified Container Information.

226. Encode/decode messages.

227. Inventory ammunition for platoon.

228. Monitor/enforce platoon safety program.

ARTEP and Periods of Hostility

229. Not applicable.

229a. Emplace/recover field expedient warning devices.

230. Not applicable.

231. Supervise evacuation of sick and injured to aid station.

232. Conduct tactical road march.

233. Establish a tactical bivouac.

234. Included in #96.

234a. Demonstrate proficiency in basic map reading skills.

235. Conduct rear area protection operations.

236. Perform/train for civil disturbance operations.

237. Disseminate intelligence to subordinates and support elements.

238. Included in #191a.

239. Included in #108.

240. Establish observation and listening posts.

240a. Conduct day and night surveillance.

241. Occupy and secure platoon CP.

241a. Assist in site reconnaissance, selection and improvement.

242. Operate in an EW environment.

242a. Operate in an NBC environment.

243. Implement/supervise platoon defensive posture.

243a. Identify opposing force (OPFOR) weapons and equipment.

244. Not applicable.

244a. Site, construct, and close field latrines.

245. Distribute weather data.

246. Not applicable.

247. Request PLL for elements at worksite.

nate range and call for and adjust fire.

ement response to air ground attack.

applicable.

t drinking water.

ter against/report jamming.

re laundry exchange.

ess personnel replacements.

orm command and liaison visits.

nize for combat operations.

luct/implement withdrawls.

applicable.   , WA

nstrate the ability to operate and maintain assigned vehicle
i its equipment and to supervise the assigned driver.

applicable.

mize perimeter defense.   .

iter energy conservation program.

luded in #53.

entage of your non-technical leadership tasks are covered by
?_____

dditional tasks on the back of this page to make the list as
as possible.

Leader Instructions for Fort Lewis Meeting

1. Read aloud to panel. Self-explanatory.

2. No more than 15 minutes should be spent on this activity.

   As aspects of the job are suggested by the group, write them on a blackboard or flip chart. They need to be available as a check for task coverage in step 4.

   Job aspects should consist of just a few words and should be fairly broad in scope. They represent broad categories of work.

3. Is the task part of your job? Is it something you do?

   It is assumed that participants supervise/monitor the job performance of all their subordinates. We want them to focus on tasks which they do rather than those that they supervise others doing.

   Supervisory tasks are allowable only if there is active involvement by the individual in terms of specific behaviors performed or actions taken. Supervisory tasks for which the individual is responsible by virtue of the chain of command should not be included in the task list.

   The task list should contain only tasks which participants actually do (not tasks they are supposed to be doing).

   Is the task leadership-related?

   After reading aloud the three definitional statements, distribute handout "Examples of Leadership-Related Tasks." This should help clarify what we mean by "leadership-related."

   Point out that "impact" in the first definitional statement may be either long range or immediate.

   The distinction between a technical task that is leadership-related and one that is not rests on the impact issue.

   Is the content of the task accurate?

   Rewrite/edit statement as necessary to ensure that each task is accurate and up to date.

   Is the task stated in proper format and at an appropriate level of specification?

   If tasks use words such as "coordinates" or "develops," ask participants to tell you what it is they do when they coordinate or develop. Try to pin them down to actual behaviors. Use action verbs.

   Eliminate redundant or duplicate tasks.

4. One way to assess the comprehensiveness of the task list is to ask
    participants, "What percent of your job is covered by the task list
    you just reviewed?" If they respond with less than 95%, ask them
    to tell you what is missing. Then write new tasks to fill the
    holes. Write the tasks on the blackboard or flip chart so that
    they may be discussed and revised.

    Another check on comprehensiveness can be conducted by referring the
    participants to the key aspects of their job generated in step 2.
    Ask them to consider each aspect and tell you whether they feel it
    is adequately covered in the task list. Again, new tasks can be
    written where necessary.

5. Use blackboard or flip chart to write down goals for each position.
    The goals should be relevant either to the position as a whole or
    to a group of tasks within the position. After all goals have been
    generated, ask participants whether the task list covers these goals.
    Keep a record of goals for use later in project.

Procedures for Task List Review
(Fort Lewis, Washington)

1. Meeting objectives:

   ● To obtain an accurate, up-to-date task list by eliminating redundancy, combining or splitting tasks, and rewording/editing tasks where necessary.

   ● To ensure that the task list is both comprehensive and leadership-related.

2. Preliminary activity:

   Define the key aspects of your job. If you had to categorize the work you do, what categories would you use? What are the critical elements of your job? What kinds of activities or functions do you perform?

3. Review existing tasks according to the following criteria:

   ● Is the task part of your job? Is it something you do?

   ● Is the task leadership-related?

     - A leadership task is one that impacts on personnel, equipment, information, or other resources.

     - Leadership tasks may involve interpersonal aspects, communication aspects, or management functions (e.g., coordination, administration, planning).

     - A task which is purely technical in nature is usually not considered to be leadership-related.

   ● Is the content of the task accurate?

   ● Is the task stated in proper format (verb, direct object, etc.) and at an appropriate level of specification?

     - Avoid the use of verbs that are general or vague in connotation (e.g., coordinates, develops).

     - Try to be as specific as possible about the behaviors you actually perform.

     - Combine or split tasks in order to eliminate redundancy or clarify meaning.

4. Assess the comprehensiveness of the task list.

   Does the list of tasks, taken as a whole, adequately represent and cover the key aspects of your job (refer to the output of step 2 above)? What, if any, critical tasks have been omitted? Write additional leadership tasks if necessary to make the list more complete.

5. Additional activity (if time permits).

   What are the objectives or goals toward which your leadership tasks are directed? What are you trying to accomplish? Goals should be neither so broad as to apply to the whole Army, nor so specific as to apply to only a few tasks. Each goal should begin with an infinitive phrase, "To ...."

Examples of Leadership-Related Tasks

A leadership task is one that impacts on the following:

- Other Personnel   e.g., Recommend individual assignments to key positions.

- Equipment   e.g., Control employment of unit's organic fire support weapons

- Information   e.g., Schedule, plan, and/or conduct appointments, conferences, and meetings.

- Other Resources   e.g., Conduct alcohol and drug abuse programs.

A leadership task may involve the following:

- Interpersonal Aspects   e.g., Coordinate race relations and equal opportunity programs.

- Communication Aspects   e.g., Screen incoming correspondence and distribute for action or information.

                             or

                           e.g., Counsel and assist subordinates on personal affairs, job performance, and disciplinary matters.

- Management Functions   e.g., Organize personnel and other resources into functional areas to accomplish mission.

A leadership task may be technical in nature:

                           e.g., Qualify with individual weapon. (This task is leadership-related because the person is setting an example for others.)

                           e.g., Emplace and employ target acquisition radar or other sensing devices. (This task is not considered leadership-related since it is a purely technical task.)

B-5

LEADERSHIP TASKS UNIQUE TO FIELD GRADE OFFICERS

Administration

1.   a   Prepare and publish daily bulletin or similar publication.

2.   a   Provide for reproduction and duplication services.

3.   a   Appoint investigating officers, boards, and members of courts-martial.

Management

4.   a   Make managerial studies for improved efficiency of operation.

5.   a   Review studies, plans, orders, reports, and correspondence prepared by staff and approve, disapprove or refer to supervisor with recommendation.

6.   a   Develop network plans, sequence key events and activities, connect interdependent networks, and identify critical paths.

7.   a   Establish time requirements and develop master schedule.

8.   a   Develop budgets and cost estimates for overall project and each included work package.

9.   a   Plan assignment of work packages to organizational elements.

10.   a   Operate or employ management information system for projects.

11.   a   Review project work progress in relation to network plans, schedules and costs, and identify and analyze problems.

12.   a   Modify and up-date plans, schedules, and budgets on basis of program evaluation and review.

13.   a   Conduct and review studies and surveys of organizations, manpower, space, and equipment to assist in management improvements.

14.   a   Develop plans, programs, and directives concerning organization, manpower, and management systems.

15.   a   Develop and implement a mangement improvement program.

16.   a   Develop and implement management analysis methods, standards of performance, and procedures for work measurement and simplification.

17.   a   Design and control formats for receiving reports and statistical summaries of operations.

18.   a   Conduct management analysis and improvement activities within staff and with higher, lower, and supporting units.

Personnel

19. a Procure and assign military personnel as individuals.

20. a Become familiar with civilian personnel management.

21. a Conduct personnel aspects of casualty handling and reporting.

22. a Control personnel management operations of subordinate
        personnel section or special staff.

23. a Arrange for military personnel educational opportunities and
        dependent schooling.

24. a Conduct personnel administrative programs such as suggestion
        and incentive award programs, decorations and awards, and
        billeting and housing.

25. a Operate a management information system pertaining to
        personnel services and morale indicators.

26. a Establish and generate locator services.

Crime Prevention and Control

27.   a   Operate a military confinement facility.

28.   a   Operate corrective treatment and rehabilitation program, with aid of professional specialists, including counseling, training, and vocational work tailored to individual needs.

29.   a   Develop and conduct crime prevention or reduction program.

Military Justice

30.   a   Appoint investigating officers, courts, and boards.

Civil Affairs

31.   a   Plan and coordinate actions concerning refugee handling and control of civilian population in theater of operations.

Security and Intelligence

32.   a   Determine intelligence requirements and assign missions within capabilities of available Army aviation.

33.   a   Coordinate imagery interpretation support.

34.   a   Determine and coordinate intelligence requirements for combat patrols, long-range patrols, ground surveillance, radar activity, and other forms of ground reconnaissance and surveillance.

Operations

35.   a   Issue guidance for establishment and operation of headquarters command post and Tactical Operations Center (TOC).

36.   a   Organize and operate tactical operations center or operations element of command post.

37.   a   Evaluate plans of subordinate units and take action to correct deficiencies.

38.   a   Coordinate operations planning within staff and with higher, lower, and supporting organizations.

39.   a   Coordinate air-ground recognition, indentification, and forward air-control procedures.

40.   a   Establish and operate fire support coordination center.

41.   a   Employ armor vehicle launch bridge when appropriate.

Training

42.   a   Formulate training goals, policies, and programs.

43.   a   Allocate training areas, ranges, and other training facilities.

44.   a   Conduct specialized staff training and professional development.

Aviation

45.   a   Establish air traffic control system in area of operations.

Research, Development, Test and Evaluation

46.   a   Initiate RDT&E projects, determine priorities, and assign responsibility.

47.   a   Control execution of equipment and material tests.

48.   a   Recommend development, acquisition, rejection, or revision of new equipment.

Logistics

49.   a   Plan and coordinate establishment and operation of supply, storage, and distribution facilities.

50.   a   Allocate controlled supplies.

51.   a   Coordinate supply matters within staff and with higher, lower, and supporting organizations.

52.   a   Observe, coordinate, and control subordinate combat service support unit operations.

Maintenance

53.   a   Plan and coordinate assignment and employment of subordinate maintenance units and sites and facilities for them.

Communications-Electronics

54.   a   Prepare and monitor electronic counter-countermeasures (ECCM) training program.

55.   a   Control and allocate EW elements, resources, and dedicated frequencies.

56.   a   Conduct signal intelligence and sensor activities.

Food Service

57.   a   Operate food service facility.

Psychological Warfare

58.   a   Assess friendly and enemy activities in area of operations for the application of PSYOP capabilities.

Operations Research/System Analysis

59.   a   Employ OR/SA methodologies such as simulation models, statistical analyses, network portrayals, gaming and the like for a solution to complex problems.

60.   a   Evaluate surface trends, budgetary constraints, and matters of risk and sensitivity for decision-maker.

Programs and Budgets

61.   a   Prepare directives for development and preparation of command operating program and budget, and concomitant budget execution review.

Automatic Data Processing

62. a   Determine ADP requirements for equipment, personnel,
           facilities, and type of data base.

63. a   Plan and allocate ADP equipment utilization time for
           supported units and activities.

Finance

64. a   Provide finance services for supported activities.

Negotiations

65. a   Present U.S. positions and related information at
           international standardization conferences and negotiate
           standardization agreements.

66. a   Represent Army at joint or interservice conferences.

LEADERSHIP TASKS UNIQUE TO COMPANY GRADE OFFICERS

Administration

1. b Administer unit funds.

2. b Establish procedures for collection and distribution of mail within unit.

Training

3. b Manage range firing.

4. b Conduct physical training.

Logistics

5. b Remove, destroy, or render safe unexploded items of actual or potential danger.

LEADERSHIP TASKS COMMON TO BOTH FIELD GRADE
AND COMPANY GRADE OFFICERS

Administration

1. c Establish and operate message center.

2. c Screen incoming correspondence and distribute for action or information.

3. c Review, interpret, and apply directives, orders, and information.

4. c Establish and operate suspense system.

5. c Authenticate orders and official correspondence.

6. c Schedule, plan, and/or conduct appointments, conferences, and meetings.

7. c Organize personnel and other resources into functional elements to accomplish mission.

8. c Prescribe and review standing operating procedures for internal functioning.

9.   c   Prepare studies, plans, or correspondence for a superior.

10.   c   Schedule and allocate work, assign priorities, issue guidance.

11.   c   Operate a system for filing, retrieval, display, and reporting of information.

12.   c   Arrange for headquarters facilities and support services.

13.   c   Provide for office services and clerical support.

14.   c   Establish procedures for safeguarding classified information.

15.   c   Process and accommodate visitors to hea quarters.

16.   c   Arrange and control liaison with other headquarters.

17.   c   Investigate postal irregularities.

18.   c   Initiate safety violation and accident investigations.

19.   c   Perform maintenance record administration in unit.

Management

20. c Assume responsibility for performance of command and take action to solve problems.

21. c Represent commander and act for him in his absence.

22. c Assign personnel to duty, provide necessary equipment, train in proper procedures, and evaluate results.

23. c Establish priorities and production controls to distribute workload and optimize use of facilities.

24. c Define objectives and key events for organization and establish milestones.

25. c Conduct inspections to evaluate unit performance of mission, compliance with policies and regulations, state of morale, discipline and readiness, and condition of equipment and facilities.

26. c Assume responsibility for the care, security, and maintenance of facilities, grounds, and installation property in unit custody.

27. c Coordinate employment of vehicles, communications and other equipment for command group during field exercises.

28. c Advise commander and staff on matters within my purview.

29. c Prepare and present briefings.

30. c Motivate subordinates and evaluate their job performance.

31. c Counsel and assist subordinates on personal affairs, job performance, and disciplinary matters.

Personnel

32. c Coordinate personnel selection, testing, pay, and career development.

33. c Recommend individual assignments to key positions.

34. c Coordinate programs for support of military retirees.

35. c Arrange for health and religious services and facilities.

36. c Conduct a reenlistment program.

37. c Become familiar with recreational facilities, Post Exchange, mess, and club services.

38. c   Coordinate graves registration, funeral arrangements, and assistance to bereaved.

39. c   Conduct race relations and equal opportunity programs.

40. c   Conduct an alcohol and drug abuse program.

41. c   Recommend or concur in individual officer assignments on basis of policy and review of officer's record and preferences in comparison to job requirements.

42. c   Review complaints and suggestions and take corrective action.

Crime Prevention and Control

43. c   Review MP blotters, obtain pertinent information from other reports and sources and take appropriate action.

44. c   Conduct off-post MP or courtesy patrols in coordination with local civil authorities.

Military Justice

45. c   Issue formal admonitions and reprimands and administer non-judicial punishment.

46. c   Prefer court martial charges.

47. c   Review and take action on findings of investigating officers, courts, and boards.

48. c   Exercise authority of non-judicial punishment under UCMJ.

Civil Affairs

49. c   Plan, control, and take part in community and public relations activities such as parades, demonstrations, displays, and civic assistance.

50. c   Study and familiarize self and subordinates with actual and contingency requirements for unit's participation in ceremonial activities: parades, honor guards, funerals, etc.

51. c   Plan and carry out combat engineer actions in civic action and community support projects.

Security

52. c   Coordinate overall security of command.

53. c   Establish safeguards against pilferage and other hazards.

54. c   Establish and operate special security measures for the
          security of, and access to, ADM and associated classified
          material.

Counter Intelligence

55. c   Inspect and evaluate facilities and activities for counter-
          intellig⌐ ce security.

56. c   Conduct classes and instruction concerning counter-
          intelligence and security.

Operations

57. c   Plan and coordinate training exercises.

58. c   Evaluate relevant factors including mission, enemy, terrain,
          and troops; reconnoiter physically or by use of maps and
          photos and make an estimate of the situation.

59. c   Plan disposition and employment of unit.

60. c   Issue operations order to carry out unit's mission.

61. c   Coordinate actions with friendly units and civil authorities.

62. c   Evaluate operation's progress and modify orders as the situation warrants.

63. c   Check personnel, weapons, equipment, and supplies and prepare for further operations.

64. c   Control tactical elements in motor movements and in occupation, organization, preparation, and improvement of positions.

65. c   Employ nuclear rounds when authorized.

66. c   Establish and inspect procedures for local security, camouflage, cover, concealment, dispersion, and NBC protection.

67. c   Determine capabilities and requirements for overall fire support.

68. c   Develop and coordinate fire support plan in concert with concept of operations and representatives of other fire support agencies.

69. c Control employment of unit's organic fire support weapons.

70. c Reconnoiter and select observation positions, areas or routes of responsibility and fire positions.

71. c Coordinate air defense support and observation plans with supported unit and other fire support units.

72. c Fight enemy at close range with individual weapons or in hand-to-hand combat.

73. c Lead landing area, clearing and improvement operations in the assault phase of airborne or airmobile operations.

74. c Plan and carry out tactical engineer work such as pioneering, field fortifications, demolition, and mine laying.

75. c Determine operational readiness requirements and readiness status of unit.

76. c Interpret and apply specialized tables and instruments pertaining to delivery systems and effects of nuclear weapons.

77. c Keep abreast of NBC activities in actual or simulated combat operations and post, and display NBC tactical information.

Training

78.   c   Plan and prepare units of instruction, POI, lesson plans,
          training aids and make arrangements for physical facilities.

79.   c   Coordinate instuctional substance, coverage, and phasing with
          others concerned.

80.   c   Inspect and evaluate training performance and status.

Aviation

81.   c   Brief passenger on matters to include safety, mission, and
          weather enroute.

82.   c   Execute emergency measures-in-flight.

Reserve Components

83.   c   Accompany Army reserve component unit commander and staff on
          inspections and assist in handling remedial actions for
          surfaced problems.

84.   c   Appoint ROTC cadet officers and non-commissioned officers.

85.   c   Plan and participate in ROTC summer camp activities.

Public Affairs

86.   c   Prepare and review news releases and arrange for coverage of
          ·   events by reporters and photographers.

87.   c   Represent superior and organization in contacts with news
             media.

Research, Development, Test and Evaluation

88.   c   Attend meetings and conferences related to test and
             evaluation, and observe demonstrations and tests.

Logistics

89.   c   Develop service requirements for supported units and
             activities.

90.   c   Determine and arrange for resources to furnish services.

91. c   Prepare and publish schedules for providing services.

92. c   Inspect condition and verify quantities of organizational equipment, weapons, and supplies.

93. c   Issue guidance for the requisitioning, movement, storage, security, and issuing of supplies.

94. c   Coordinate EOD plans and operations with others concerned.

95. c   Carry out nuclear weapons emergency procedures to recover nuclear items and minimize hazards in event of an accident.

96. c   Conduct chemical combat service support operations.

97. c   Plan and carry out construction, alteration, maintenance, and repair of installation's physical plant and facilities.

98. c   Establish and spot-check inventory and stock control procedures.

99. c   Control distribution of scarce and controlled items.

100. c   Establish and operate refueling facilities.

101. c   Establish and operate supply points and facilities.

102. c   Establish and organize special ammunition supply points, including safety and security arrangements.

103. c   Establish and operate ammunition supply control points.

Maintenance

104. c   Issue guidance for establishment and operation of maintenance facilities.

105. c   Assign priorities, and conduct or arrange for maintenance inspections.

Transportation

106. c   Establish and operate an office, motor pool, or comparable field facility for dispatch of vehicles and displaying the status of vehicles.

107. c   Make plans and preparations for movement of unit by rail or ship, and for its on-shore deployment and field set-up.

108. c   Allocate and coordinate transportation assigned to headquarters.

Communications-Electronics

109.   c   Plan and employ communications.

110.   c   Employ surveillance radar, sensing devices, and take other
           measures to establish local security.

111.   c   Determine communications requirements and capabilities.

112.   c   Operate ADP support services.

APPENDIX C

Officer Survey Instrument Used at Ft. Polk, LA

Leader Instructions for Fort Polk Meeting

1. Read aloud to panel. Self-explanatory.

2. <u>Is the task part of your job? Is it something you do?</u>

    It is assumed that participants supervise/monitor the job performance of all their subordinates. We want them to focus on tasks which they <u>do</u> rather than those that they supervise others doing.

    Supervisory tasks are allowable <u>only if</u> there is active involvement by the individual in terms of specific behaviors performed or actions taken. Supervisory tasks for which the individual is responsible by virtue of the chain of command should <u>not</u> be included in the task list.

    The task list should contain only tasks which participants actually do (not tasks they are <u>supposed</u> to be doing).

    <u>Is the task leadership-related?</u>

    After reading aloud the four definitional statements, distribute handout "Examples of Leadership-Related Tasks." This should help clarify what we mean by "leadership-related."

    Point out that "impact" in the first definitional statement may be either long range or immediate.

    The distinction between a technical task that is leadership-related and one that is not rests on the impact issue.

    <u>Is the content of the task accurate?</u>

    Rewrite/edit statement as necessary to ensure that each task is accurate and up-to-date.

3. One way to assess the comprehensiveness of the task list is to ask participants, "What percent of your job is covered by the task list you just reviewed?" If they respond with less than 95 , ask them to tell you what is missing. Then write new tasks to fill the holes. Ask participants to write the tasks on the task list.

4. Ask participants to write down goals for their position on the worksheet. The goals should be relevant either to the position as a whole or to a group of tasks within the position. After all goals have been generated, ask participants whether the task lists covers these goals.

Procedures for Task List Review
(Fort Polk, Louisiana)

1. Meeting objectives:

   • To obtain an accurate and up-to-date list, auding tasks where necessary.

   • To ensure that the task list is both comprehensive and leadership-related.

2. Review existing tasks according to the following criteria:

   • Is the task part of your job? Is it something you do? (Circle .the number opposite those tasks which you do in your current duty position.)

   • Is the task leadership-related?

     - A leadership task is one that impacts on personnel, equipment, information, or other resources.

     - Leadership tasks involve making decisions or choices; e.g., how and when specific actions should be taken.

     - Leadership tasks may involve interpersonal aspects, communication aspects, or management functions (e.g., coordination, administration, planning).

     - A task which is purely technical in nature is usually not considered to be leadership-related.

   • Is the content of the task accurate?

3. Assess the comprehensiveness of the task list.

   Does the list of tasks, taken as a whole, adequately represent and cover the key aspects of your job. What, if any, critical tasks have been omitted? Write additional leadership tasks, if necessary, to make the list more complete.

4. Additional activity (if time permits).

   What are the objectives or goals toward which your leadership tasks are directed? What are you trying to accomplish? Goals should be neither so broad as to apply to the whole Army, nor so specific as to apply to only one or two tasks. Each goal should begin with an infinitive phrase, "To ...."

Examples of Leadership-Related Tasks

A leadership task is one that impacts on the following:

- Other Personnel — e.g., Recommend individual assignments to key positions.

- Equipment — e.g., Control employment of unit's organic fire support weapons.

- Information — e.g., Schedule, plan, and/or conduct appointments, conferences, and meetings.

- Other Resources — e.g., Conduct alcohol and drug abuse programs.

A leadership task may involve the following:

- Decision-Making — e.g., Locate valuable property which has been reported missing from barracks. (This task is leadership-related because it involves decisions such as whether or not to conduct a search, when and where to search, and who should make the search).

- Interpersonal Aspects — e.g., Coordinate race relations and equal opportunity programs.

- Communication Aspects — e.g., Counsel and assist supordinates on personal affairs, job performance, and disciplinary matters.

  e.g., Screen incoming correspondence and distribute for action or information.

- Management Functions — e.g., Organize personnel and other resources into functional areas to accomplish mission.

A leadership task may be technical in nature:

  e.g., Qualify with individual weapon. (This task is leadership-related because the person is setting an example for others.)

  e.g., Emplace and employ target acquisition radar or other sensing devices. (This task is not considered leadership-related since it is a purely technical task.)

C-3

Demographic Data

Leadership Tasks for _____

Date _____

Grade/Rank _____, _____
                         (Actual)   (TOE or TDA)

Duty Position/Title _____

Career Field _____

Primary MOS/Specialty Code _____

Consolidated List of Leadership Tasks for Officers

1. c. Assume responsibility for performance of command and take action to solve problems.

2. c. Represent commander and act for him in his absence.

3. c. Review, interpret, and apply directives, orders, and information.

4. a. Appoint investigating officers, boards, and members of courts-martial.

5. c. Review and take action on findings of investigating officers, courts, and boards.

6. c. Issue formal admonitions and reprimands and exercise authority of non-judicial punishment under UCMJ.

7. a. Perform appelate functions for Article 15 appeals.

8. c. Prefer court martial charges.

9. c. Recommend actions to be taken under the provisions of the UCMJ.

10. c. Review complaints and suggestions and take corrective action.

11. a. Represent superior and organization in contacts with news media.

12. c. Schedule, plan, and/or conduct appointments, conferences, and meetings.

13. c. Prepare and present briefings.

14. c. Advise commander/staff on matters within my purview.

15. c. Function as a section chief in a staff section.

16. c. Plan, control, and take part in community and public relations activities such as parades, demonstrations, displays, and civic assistance.

17. c. Assign personnel to duty, provide necessary equipment, issue guidance, train in proper procedures, and evaluate results.

18. c. Motivate subordinates and evaluate their job performance.

19. c. Review studies, plans, orders, reports, and correspondence prepared by assistants and approve, disapprove, or refer to supervisor with recommendation.

20. c. Organize personnel and other resources into functional elements to accomplish mission.

21. c. Establish time requirements and develop master schedule.

22. c. Establish priorities and production controls to distribute workload and optimize use of facilities.

23. c. Plan assignment of work packages to organizational elements.

24. a. Plan and allocate ADP equipment utilization time for supported units and activities.

25. a. Interpret output of a management information system.

26. c. Operate a system for filing, retrieval, display, and reporting of information.

27. a. Employ OR/SA methodologies such as simulation models, statistical analyses, network portrayals, gaming and the like for a solution to complex problems.

28. a. Develop and implement management analysis methods, standards of performance and conduct, and procedures for work measurement and simplification.

29. a. Make managerial studies for improved efficiency of operation.

30. a. Develop budgets and cost estimates for overall projects and included work packages.

31. c. Prepare directives for development and preparation of command operating program and budget, and concomitant budget execution review.

32. a. Modify and up-date plans, schedules, and budgets on basis of program evaluation and review.

33. c. Define objectives and key events for organization and establish milestones.

34. c. Develop plans, sequence key events and activities, coordinate interdependent networks, and identify critical paths.

35. a. Review project work progress in relation to network plans, schedules, and costs, and identify and analyze problems.

36. c. Develop plans, programs, and directives concerning training, organization, manpower, and maintenance systems.

37. c. Evaluate surface trends, budgetary constraints, and matters of risk and sensitivity for decision-maker.

38. a. Conduct and review studies and surveys of organizations, manpower, space, and equipment to assist in management improvements.

39. a. Design and control formats for receiving reports and statistical summaries of operations.

40. c. Prescribe and review standing operating procedures for internal functioning.

41. c. Prepare studies, plans, or correspondence for a superior.

42. c. Demonstrate proficiency in oral and written communications.

43. c. Arrange for headquarters facilties and support services.

44. c. Prepare for office services and clerical support.

45. a. Provide for reproduction and duplication services.

46. c. Establish and operate suspense system.

47. c. Place demands upon a system for filing, retrieval, display, and reporting of information.

48. c. Screen incoming correspondence and distribute for action or information.

49. c. Initiate safety violation and ccident investigations.

50. c. Report safety violations and accidents and take corrective action.

51. a. Process and accommodate visitors to headquarters.

52. b. Administer unit funds.

53. c. Authenticate orders and official correspondence.

54. c. Conduct personnel administrative programs such as decorations and awards, billeting, weight control, promotions and separations.

55. a. Perform maintenance record administration in unit.

56. a. Investigate postal irregularities.

57. a. Initiate concept documents in concert with the TRADOC community.

58. a. Conduct concept organizational equipment and material evaluations.

59. c. Recommend development, acquisition, rejection, or revision of concepts and associated equipment.

60. c. Attend meetings and conferences related to test concept and evaluation, and observe demonstrations and tests.

61. c. Counsel and assist subordinates on personal affairs, job performance, and disciplinary matters.

62. c. Coordinate personnel selection and career development.

63. a. Guide personnel management operations of subordinate personnel section or special staff.

64. c. Recommend individual assignments to key positions.

65. c. Assign personnel to key positions.

66. c. Establish procedures for safeguarding classified information.

67. c. Arrange for health, legal, and religious services.

68. c. Encourage personnel to take full advantage of recreational facilties, Post Exchange, mess, and club services.

69. c. Study and familiarize self and subordinates with actual and contingency requirements for unit's participation in ceremonial activities: parades, honor guards, funerals, etc.

70. c. Conduct a reenlistment program.

71. c. Conduct race relations and equal opportunity programs.

72. c. Conduct an alcohol and drug abuse program.

73. b. Operate corrective treatment and rehabilitation program, with aid of professional specialists, including counseling, training, and vocational work tailored to individual needs.

74. c. Develop and conduct crime prevention or reduction program.

75. c. Review MP blotters, obtain pertinent information from other reports and sources, and take appropriate action.

76. c. Determine and coordinate intelligence requirements for combat patrols, long-range patrols, ground surveillance, radar activity, and other forms of ground reconnaissance and surveillance.

77. c. Determine intelligence and security requirements of rear area.

78. c. Establish procedures and inspect for local security, camouflage, cover, concealment, dispersion, and NBC protection.

79. c. Keep abreast of NBC activities in actual or simulated combat operations, and post and display NBC tactical information.

80. c. Interpret and apply specialized tables and instruments pertaining to delivery systems and effects of nuclear weapons.

81. a. Inspect and evaluate facilities and activities for counter-intelligence security.

82. c. Conduct classes and instruction concerning counter-intelligence and security.

83. a. Assess friendly and enemy activities in area of operations for the application of PSYOP capabilities.

84. a. Control and allocate EW elements, resources, and dedicated frequencies.

85. c. Plan for the employment of surveillance radar, sensing devices, and other measures to establish local security.

86. c. Employ surveillance radar, sensing devices, and take other measures to establish local security.

87. c. Develop logistic requirements for supported units and activities.

88. c. Develop logistical requirements for subordinate units and activities.

89. c. Provide logistic support for supported units and activities.

90. c. Establish and organize special ammunition supply points, including safety and security arrangements.

91. c. Coordinate and plan the location and operation of supply points for various classes of supply.

92. c. Conduct chemical combat service support operations.

93. c. Carry out nuclear weapons emergency procedures to recover nuclear items and minimize hazards in event of an accident.

94. c. Issue guidance for the requisitioning, movement, storage, security, and issuing of supplies.

95. a. Plan and coordinate establishment and operation of supply, storage, and distribution facilities.

96. c. Control distribution of scarce and controlled items.

97. c. Operate food service facility.

98. c. Plan and coordinate assignment and employment of subordinate maintenance unit, and sites and facilities for them.

99. b. Establish and operate an office, motor pool, or comparable field facility for dispatch of vehicles and displaying the status of vehicles.

100. c. Allocate and coordinate transportation.

101. c. Make plans and preparations for movement of unit by rail or ship, and for its on-shore deployment and field set-up.

102. c. Inspect condition and verify quantities of organizational equipment, weapons, and supplies.

103. c. Establish and spot-check inventory and stock control procedures.

104. c. Establish safeguards against pilferage and other hazards.

105. c. Assume responsibility for the care, security, and maintenance of facilities, grounds, and installation property in unit custody.

106. c. Assign maintenance priorities and conduct or arrange for maintenance inspections.

107. c. Establish and operate special security measures for the security of and access to ADM and associated classified material.

108. c. Plan/arrange for, and carry out construction, alteration, maintenance, and repair of installation's physical plant and facilities.

109. c. Plan and prepare units of instruction, POI, lesson plans, training aids, and make arrangements for physical facilities.

110. b. Coordinate instructional substance, coverage, and phasing with others concerned.

111. c. Arrange for military personnel educational opportunities.

112. c. Formulate training goals, policies, and programs.

113. a. Conduct specialized staff training and professional development.

114. c. Request training areas, ranges, and other training facilities.

115. c. Request school allocations to meet needs of unit.

116. c. Plan and participate in ROTC summer camp activities.

117. c. Assist designated reserve component units with the preparation and conduct of training.

118. c. Accompany Army reserve component unit commander and staff on inspections and assist in handling remedial actions for surfaced problems.

119. b. Conduct physical training.

120. b. Manage range firing.

121. c. Conduct inspections to evaluate unit's performance of mission, compliance with policies and regulations, state of morale, discipline and readiness, and condition of equipment and facilities.

122. c. Determine operational readiness requirements and readiness status of unit.

123. c. Demonstrate proficiency in basic soldier skills (map reading, first aid, weaponry, drill and ceremonies).

124. b. Fight enemy at close range with individual weapons or in hand-to-hand combat.

125. c. Plan and coordinate training exercises.

126. c. Evaluate relevant factors including mission, enemy, terrain, and troops; reconnoiter physically or by use of maps and photos and make an estimate of the situation.

127. c. Coordinate operations planning within staff and with higher, lower, and supporting organizations.

128. c. Plan/recommend disposition and employment of unit.

129. c. Issue operations order to carry out unit's mission.

130. a. Evaluate plans of subordinate units and take action to correct deficiencies.

131. c. Evaluate operation's progress and modify orders as the situation warrants.

132. c. Check personnel, weapons, equipment, and supplies and prepare for futher operations.

133. c. Coordinate/ensure overall security of command.

134. c. Coordinate employment of vehicles, communications, and other equipment for command group during field exercises.

135. c. Arrange and control liaison with other headquarters.

136. a. Coordinate signal intelligence and sensor activities.

137. c. Coordinate logistical matters within staff and with higher, lower, and supporting organizations.

138. a. Coordinate ~~emergency~~ _EXPLOSIVE_ ordnance disposal (EOD) plans and operations with others concerned.

139. a. Plan and coordinate actions concerning refugee handling and control of civilian population in theater of operations.

140. c. Coordinate/control subordinate combat service support unit operations.

141. c. Coordinate actions with friendly units and civil authorities.

142. c. Coordinate air defense support and observation plans with supported unit and other fire support units.

143. c. Coordinate air-ground recognition, identification, and forward air-control procedures.

144. a. Assess and monitor electronic counter-countermeasures (ECCM) training program.

145. c. Control tactical elements in motor movements and in occupation, organization, preparation, and improvement of positions.

146. c. Issue guidance for establishment and operation of headquarters command post and Tactical Operations Center (TOC).

147. c. Organize and operate tactical operations center (TOC) or operations element of command post.

148. a. Establish and operate fire support coordination center.

149. c. Reconnoiter and select observation positions, areas or routes of responsibility and fire positions.

150. c. Determine capabilities and requirements for overall fire support.

151. c. Develop and coordinate fire support plan in concert with concept of operations and representatives of other fire support agencies.

152. c. Control employment of unit's organic fire support weapons.

153. c. Plan for/employ nuclear rounds when authorized.

154. c. Plan tactical engineer work such as pioneering, field fortifications, demolition, and mine laying.

155. b. Perform tactical engineering work such as pioneering, field
          fortifications, demolition, and mine laying.

156. c. Determine communications requirements and capabilities and plan
          for their employment.

What percentage of your non-technical leadership tasks are covered by
this list? _____

Add any additional tasks below to make the list as complete as possible.

TURN TO NEXT PAGE FOR DISCUSSION OF GOALS AND OBJECTIVES.

Procedures for Identification of Job Goals and Objectives
for Officers

We are interested in identifying the various job goals/objectives for your particular duty position. These goals/objectives should be similar (if not identical) to the performance objectives which you include on your Officer Evaluation Report Support Form (DA Form 67-8-1).

As an example, we have listed below several goals which might be related to the job of a registered nurse:

- To conduct appropriate medical procedures with regard to .the care and treatment of patients.

- To keep hospital routine running as smoothly as possible.

- To establish a rapport of open communication with patients.

If possible, when you are listing the goals/objectives of your job, begin with the word "To." Remember, the goals must be job related. Please begin by listing your goals/objectives on the modified Officer Evaluation Report Support Form attached.

OFFICER EVALUATION REPORT SUPPORT FORM			
PART I OFFICER IDENTIFICATION			
Name not required.	Grade	Principal Duty Title	Organization

Duty SSI/MOS _____

PART III (Complete a,b)
a. State your significant duties and responsibilities
b. Indicate your major performance objectives

Continue on reverse side.

APPENDIX D

Final Leadership Task List for Officers
(Product of Task IIA)

Final List of Leadership Tasks for Officers

1. c. Assume responsibility for performance of command and take action to solve problems.

2. c. Represent commander and act for him/her in his/her absence.

3. c. Review, interpret, and apply directives, orders, and information.

4. a. Appoint investigating officers, boards, and members of courts-martial.

5. c. Review and take action on findings of investigating officers, courts, and boards.

6. c. Issue formal admonitions and reprimands and exercise authority of non-judicial punishment under UCMJ.

7. a. Perform appelate functions for Article 15 appeals.

8. c. Prefer court martial charges.

9. c. Recommend actions to be taken under the provisions of the UCMJ.

10. c. Review complaints and suggestions and take corrective action.

11. a. Represent superior and organization in contacts with news media.

12. c. Schedule, plan, and/or conduct appointments, conferences, and meetings.

13. c. Prepare and present briefings.

14. c. Advise commander/staff on matters within my purview.

15. c. Function as a section chief in a staff section.

16. c. Plan, control, and take part in community and public relations activities such as parades, demonstrations, displays, and civic assistance.

17. c. Assign personnel to duty, provide necessary equipment, issue guidance, train in proper procedures, and evaluate results.

18. c. Motivate subordinates and evaluate their job performance.

19. c. Review studies, plans, orders, reports, and correspondence prepared by assistants and approve, disapprove, or refer to supervisor with recommendation.

20. c. Organize personnel and other resources into functional elements
     to accomplish mission.

21. c. Establish time requirements and develop master schedule.

22. c. Establish priorities and production controls to distribute
     workload and optimize use of facilities.

23. c. Plan assignment of work packages to organizational elements.

24. a. Plan and allocate ADP equipment utilization time for supported
     units and activities.

25. a. Interpret output of a management information system.

26. c. Operate a system for filing, retrieval, display, and reporting
     of information.

27. a. Employ OR/SA methodologies such as simulation models,
     statistical analyses, network portrayals, gaming and the like
     for a solution to complex problems.

28. a. Develop and implement management analysis methods, standards of
     performance and conduct, and procedures for work measurement
     and simplification.

29. a. Make managerial studies for improven efficiency of operation.

30. a. Develop budgets and cost estimates for overall projects and
     included work packages.

31. c. Prepare directives for development and preparation of command
     operating program and budget, and concomitant budget execution
     review.

32. a. Modify and up-date plans, schedules, and budgets on basis of
     program evaluation and review.

33. c. Define objectives and key events for organization and establish
     milestones.

34. c. Develop plans, sequence key events and activities, coordinate
     interdependent networks, and identify critical paths.

35. a. Review project work progress in relation to network plans,
     schedules, and costs, and identify and analyze problems.

36. c. Develop plans, programs, and directives concerning training,
     organization, manpower, and maintenance systems.

37. c. Evaluate surface trends, budgetary constraints, and matters of
     risk and sensitivity for decision-maker.

38. a. Conduct and review studies and surveys of organizations, manpower, space, and equipment to assist in management improvements.

39. a. Design and control formats for receiving reports and statistical summaries of operations.

40. c. Prescribe and review standing operating procedures for internal functioning.

41. c. Prepare studies, plans, or correspondence for a superior.

42. c. Demonstrate proficiency in oral and written communications.

43. c. Arrange for headquarters facilties and support services.

44. c. Prepare for office services and clerical support.

45. a. Provide for reproduction and duplication services.

46. c. Establish and operate suspense system.

47. c. Place demands upon a system for filing, retrieval, display, and reporting of information.

48. c. Screen incoming correspondence and distribute for action or information.

49. c. Initiate safety violation and accident investigations.

50. c. Report safety violations and accidents and take corrective action.

51. a. Process and accommodate visitors to headquarters.

52. b. Administer unit funds.

53. c. Authenticate orders and official correspondence.

54. c. Conduct personnel administrative programs such as decorations and awards, billeting, weight control, promotions and separations.

55. a. Perform maintenance record administration in unit.

56. a. Investigate postal irregularities.

57. a. Initiate concept documents in concert with the TRADOC community.

58. a. Conduct concept organizational equipment and material evaluations.

59. c. Recommend development, acquisition, rejection, or revision of concepts and associated equipment.

60. c. Attend meetings and conferences related to test concept and evaluation, and observe demonstrations and tests.

61. c. Counsel and assist subordinates on personal affairs, job performance, and disciplinary matters.

62. c. Coordinate personnel selection and career development.

63. a. Guide personnel management operations of subordinate personnel section or special staff.

64. c. Recommend individual assignments to key positions.

65. c. Assign personnel to key positions.

66. c. Establish procedures for safeguarding classified information.

67. c. Arrange for health, legal, and religious services.

68. c. Encourage personnel to take full advantage of recreational facilties, Post Exchange, mess, and club services.

69. c. Study and familiarize self and subordinates with actual and contingency requirements for unit's partic ation in ceremonial activities: parades, honor guards, funerals, etc.

70. c. Conduct a reenlistment program.

71. c. Conduct race relations and equal opportunity programs.

72. c. Conduct an alcohol and drug abuse program.

73. b. Operate corrective treatment and rehabilitation program, with aid of professional specialists, including counseling, training, and vocational work tailored to individual needs.

74. c. Develop and conduct crime prevention or reduction program.

75. c. Review MP blotters, obtain pertinent information from other reports and sources, and take appropriate action.

76. c. Determine and coordinate intelligence requirements for combat patrols, long-range patrols, ground surveillance, radar activity, and other forms of ground reconnaissance and surveillance.

77. c. Determine intelligence and security requirements of rear area.

78. c. Establish procedures and inspect for local security, camouflage, cover, concealment, dispersion, and NBC protection.

79. c. Keep abreast of NBC activities in actual or simulated combat operations, and post and display NBC tactical information.

80. c. Interpret and apply specialized tables and instruments pertaining to delivery systems and effects of nuclear weapons.

81. a. Inspect and evaluate facilities and activities for counter-intelligence security.

82. c. Conduct classes and instruction concerning counter-intelligence and security.

83. a. Assess friendly and enemy activities in area of operations for the application of PSYOP capabilities.

84. a. Control and allocate EW elements, resources, and dedicated frequencies.

85. c. Plan for the employment of surveillance radar, sensing devices, and other measures to establish local security.

86. c. Employ surveillance radar, sensing devices, and take other measures to establish local security.

87. c. Develop logistic requirements for supported units and activities.

88. c. Develop logistical requirements for subordinate units and activities.

89. c. Provide logistic support for supported units and activities.

90. c. Establish and organize special ammunition supply points, including safety and security arrangements.

91. c. Coordinate and plan the location and operation of supply points for various classes of supply.

92. c. Conduct chemical combat service support operations.

93. c. Carry out nuclear weapons emergency procedures to recover nuclear items and minimize hazards in event of an accident.

94. c. Issue guidance for the requisitioning, movement, storage, security, and issuing of supplies.

95. a. Plan and coordinate establishment and operation of supply, storage, and distribution facilities.

96. c. Control distribution of scarce and controlled items.

97. c. Operate food service facility.

98. c. Plan and coordinate assignment and employment of subordinate maintenance unit, and sites and facilities for them.

99. b. Establish and operate an office, motor pool, or comparable field facility for dispatch of vehicles and displaying the status of vehicles.

100. c. Allocate and coordinate transportation.

101. c. Make plans and preparations for movement of unit by rail or ship, and for its on-shore deployment and field set-up.

102. c. Inspect condition and verify quantities of organizational equipment, weapons, and supplies.

103. c. Establish and spot-check inventory and stock control procedures.

104. c. Establish safeguards against pilferage and other hazards.

105. c. Assume responsibility for the care, security, and maintenance of facilities, grounds, and installation property in unit custody.

106. c. Assign maintenance priorities and conduct or arrange for maintenance inspections.

107. c. Establish and operate special security measures for the security of and access to ADM and associated classified material.

108. c. Plan/arrange for, and carry out construction, alteration, maintenance, and repair of installation's physical plant and facilities.

109. c. Plan and prepare units of instruction, POI, lesson plans, training aids, and make arrangements for physical facilities.

110. b. Coordinate instructional substance, coverage, and phasing with others concerned.

111. c. Arrange for military personnel educational opportunities.

112. c. Formulate training goals, policies, and programs.

113. a. Conduct specialized staff training and professional development.

114. c. Request training areas, ranges, and other training facilities.

115. c. Request school allocations to meet needs of unit.

116. c. Plan and participate in ROTC summer camp activities.

117. c. Assist designated reserve component units with the preparation and conduct of training.

118. c. Accompany Army reserve component unit commander and staff on inspections and assist in handling remedial actions for surfaced problems.

119. b. Conduct physical training.

120. b. Manage range firing.

121. c. Conduct inspections to evaluate unit's performance of mission, compliance with policies and regulations, state of morale, discipline and readiness, and condition of equipment and facilities.

122. c. Determine operational readiness requirements and readiness status of unit.

123. c. Demonstrate proficiency in basic soldier skills (map reading, first aid, weaponry, drill and ceremonies).

124. b. Fight enemy at close range with individual weapons or in hand-to-hand combat.

125. c. Plan and coordinate training exercises.

126. c. Evaluate relevant factors including mission, enemy, terrain, and troops; reconnoiter physically or by use of maps and photos and make an estimate of the situation.

127. c. Coordinate operations planning within staff and with higher, lower, and supporting organizations.

128. c. Plan/recommend disposition and employment of unit.

129. c. Issue operations order to carry out unit's mission.

130. a. Evaluate plans of subordinate units and take action to correct deficiencies.

131. c. Evaluate operation's progress and modify orders as the situation warrants.

132. c. Check personnel, weapons, equipment, and supplies and prepare for futher operations.

133. c. Coordinate/ensure overall security of command.

134. c. Coordinate employment of vehicles, communications, and other equipment for command group during field exercises.

135. c. Arrange and control liaison with other headquarters.

136. a. Coordinate signal intelligence and sensor activities.

137. c. Coordinate logistical matters within staff and with higher, lower, and supporting organizations.

138. a. Coordinate explosive ordnance disposal (EOD) plans and operations with others concerned.

139. a. Plan and coordinate actions concerning refugee handling and control of civilian population in theater of operations.

140. c. Coordinate/control subordinate combat service support unit operations.

141. c. Coordinate actions with friendly units and civil authorities.

142. c. Coordinate air defense support and observation plans with supported unit and other fire support units.

143. c. Coordinate air-ground recognition, identification, and forward air-control procedures.

144. a. Assess and monitor electronic counter-countermeasures (ECCM) training program.

145. c. Control tactical elements in motor movements and in occupation, organization, preparation, and improvement of positions.

146. c. Issue guidance for establishment and operation of headquarters command post and Tactical Operations Center (TOC).

147. c. Organize and operate tactical operations center (TOC) or operations element of command post.

148. a. Establish and operate fire support coordination center.

149. c. Reconnoiter and select observation positions, areas or routes of responsibility and fire positions.

150. c. Determine capabilities and requirements for overall fire support.

151. c. Develop and coordinate fire support plan in concert with concept of operations and representatives of other fire support agencies.

152. c. Control employment of unit's organic fire support weapons.

153. c. Plan for/employ nuclear rounds when authorized.

154. c. Plan tactical engineer work such as pioneering, field fortifications, demolition, and mine laying.

155. b. Perform tactical engineering work such as pioneering, field fortifications, demolition, and mine laying.

156. c. Determine communications requirements and capabilities and plan for their employment.

What percentage of your non-technical leadership tasks are covered by this list? _____

Add any additional tasks below to make the list as complete as possible.

APPENDIX E

Final Leadership Task List
for
Noncommissioned Officers
(Product of Task IIA)

Final List of Leadership Tasks for
Non-Commissioned Officers

No.	Code*	Task Statement
1.	E8,E7,E6,E5	Insure suspenses are met.
2.	E8,E7,E6,E5	Recommend approval/disapproval of leave and pass requests.
3.	E8,E7,E6,E5	Prepare/maintain/monitor duty rosters.
4.	E8,E7,E6,E5	Review and annotate promotion eligibility roster.
5.	E8,E7,E6,E5	Supervise/serve as Charge of Quarters (CQ).
6.	E8,E7,E6,E5	Maintain/monitor bulletin board.
7.	E8,E7,E6.E5	Receive/monitor and route correspondence.
8.	E8,E7,E5,E5	Answer/refer inquiries concerning personnel actions.
9.	E8,E7,E6	Monitor/analyze contents of communications (correspondence, messages, directives, etc.) for action to be taken.
10.	E8,E7,E6,E5	Conduct both formal and informal counseling sessions and prepare and maintain counseling records.
11.	E8,E7,E6,E5	Review/monitor/report and correct unit Personnel Information Roster.
12.	E8,E7,E6,E5	Answer/refer pay inquiries from service members.
13.	E8,E7,E6,E5	Supervise the inprocessing/outprocessing of personnel.
14.	E8,E7,E6,E5	Initiate administrative action on AWOL soldiers.
15.	E8,E7,E6,E5	Conduct personnel asset inventory with commander.
16.	E8,E7,E6,E5	Prepare/maintain unit alert roster.
17.	E8,E7,E6,E5	Control unit personnel visiting Personnel Actions Center (PAC).
18.	E8,E7,E6,E5	Screen Leave and Earnings Statement (LES) for potential pay problems.

*Code: Grades to which tasks apply are based on a survey of 12-E8s, 12-E7s, 5-E6s, and 17-E5s. None of the E6s in the survey sample were from the combat arms.

19.	E8,E7,E6,E5	Maintain unit standard operating procedures (SOP), e.g., draft changes and corrections and post.
20.	E8,E7,E6,E5	Prepare and maintain status reports, boards and charts.
21.	E8,E7,E6,E5	Consolidate/prepare recurring reports.
22.	E8,E7,E6,E5	Prepare military correspondence (draft, assemble, check content, format, accuracy, etc.).
23.	E7,E6,E5	Brief subordinates on precautions for using high voltage equipment and treat casualties for shock and burns, if required.
24.	E8,E7,E6,E5	Develop inspection checklists.
25.	E8,E7,E6,E5	Supervise/use the functional files maintained at the unit.
26.	E8,E7,E5	Monitor fund drive collections.
27.	E8,E7,E5	Prepare sick slips (DA Form 689).
28.	E8,E7	Supervise/contribute to preparation of daily staff journal/unit historical report.
29.	E8,E7,E6,E5	Initiate/monitor requests for orders.
30.	E8,E7,E6,E5	Prepare assigned area for inspection and assist commander in the conduct of inspections. Record inspection results.
31.	E8,E7,E6,E5	Maintain special activities calendar.
32.	E8,E7,E6,E5	Recommend individuals for personnel actions (promotion, reassignment, reduction, flagging action, etc.).
33.	E8,E7	Supervise unit clerk.
34.	E8,E7	Check log of incoming/outgoing correspondence to PAC.
35.	E8,E7,E6,E5	Monitor/maintain suggestion program.
36.	E8,E7,E6,E5	Supervise requisition/maintenance of publications and blank forms.
37.	E8,E7,E6,E5	Supervise maintenance of limited military publication library.
38.	E8,E7,E6	Supervise transmittal of documents to Finance (leaves, allotment, pay elections, etc.). (8)
39.	E8,E7,E6	Supervise/prepare and maintain reading files.

40.	E8,E7,E6	Supervise maintenance of leave control log.
41.	E8	Supervise unit mailroom operations.
42.	E8	Supervise the preparation and maintenance of SIDPERS transactions, records, and reports.
43.	E8	Supervise preparation and maintenance of Personnel Data Cards (DA Form 2475-2).
44.	E8,E7,E6	Prepare After-Action Reports.
45.	E8,E7	Conduct a fire prevention program to include SOPs, drills, firefighting equipment.
46.	E8,E7	Draft messages (DD Form 173).
47.	E8,E7,E6,E5	Conduct meetings (briefings, discussions, seminars, etc.).
48.	E8,E7,E6,E5	Participate in meetings (staff, commander, council, promotion boards, courts martial, etc.).
49.	E8,E7,E6,E5	Check area of responsibility and equipment for unsafe condition/fire hazards and correct/report unsafe conditions/safety violations.
50.	E8,E7	Evaluate/monitor effectiveness of troop mess facility (sanitation, food preparation, etc.).
51.	E8,E7,E6,E5	Evaluate effectiveness of unit supply (economy, accountability, etc.).
52.	E8,E7,E6,E5	Arrange for transportation of personnel and equipment.
53.	E8,E7,E6,E5	Monitor the requisitioning, use and return of protective clothing and safety gear.
54.	E8,E7,E6,E5	Monitor/coordinate resupply operations.
55.	E8,E7,E6,E5	Determine supply requirements.
56.	E8,E7,E6,E5	Counsel soldier on the procedure he/she must follow to be relieved from pecuniary liability.
57.	E8,E7,E6,E5	Review and make recommendations regarding reports of survey and statements of charges.
58.	E8,E7,E6,E5	Control/monitor equipment usage.

59.	E8,E7,E6,E5	Conduct physical inventories (installed property, equipment, supplies, ammunition, etc.).
60.	E8,E7,E6,E5	Conduct/monitor inventory of absentees' personal effects and military equipment.
61.	E8,E7,E6,E5	Inspect basic loads.
62.	E8,E7,E6,E5	Maintain hand receipts.
63.	E8,E7,E6,E5	Monitor ration records and reports.
64.	E8,E7,E6,E5	Enforce standards of military discipline, courtesy, and dress.
65.	E8,E7,E6,E5	Monitor troop health and welfare and advise superior of problem areas.
66.	E8,E7,E6,E5	Determine projects and details for extra duty personnel.
67.	E8,E7,E6,E5	Brief newly assigned personnel on mission and policies.
68.	E8,E7,E6,E5	Recommend judicial (courts martial) and non-judicial (Article 15) action to commander.
69.	E8,E7,E6,E5	Visit personnel in hospital/confinement.
70.	E8,E7,E6,E5	Recommend and initiate non-punitive (letters of reprimand, admonishment, etc.) disciplinary measures.
71.	E8,E7,E6,E5	Protect the rights of an accused or suspected individual.
72.	E8,E7,E6,E5	Explain local laws, regulations, customs, and civilian-military relations (e.g., Status of Forces Agreement, city status, off-limit establishments, etc.) to personnel.
73.	E8,E7,E6,E5	Inspect individual and organizational equipment for serviceability.
74.	E8,E7,E6,E5	Review/prepare/forward accident reports.
75.	E8,E7,E6,E5	Assist in development of junior officers.
76.	E8,E7,E6,E5	Recommend pretrial confinement.
77.	E8,E7,E6,E5	Train/form and march unit for drill and ceremonies.
78.	E8,E7,E6	Plan/coordinate ceremonies.

79.	E8,E7	Prepare and post summary of non-judicial punishment administered form (DA Form 3743R) on bulletin board.
80.	E8,E7	Monitor administrative preparation of record of proceedings under Article 15, UCMJ.
81.	E8,E7,E6,E5	Plan/organize unit recreation activities.
82.	E8,E7,E6,E5	Research manual for courts martial.
83.	E8,E7,E6,E5	Monitor Unit Fund Council meetings and functions.
84.	E8,E7,E6,E5	Determine or assist commander to determine criteria for probable cause for search and seizure.
85.	E8,E7	Supervise the preparation of sworn/unsworn statements.
86.	E8,E7,E6,E5	Supervise occupation and restoration of bivouac area.
87.	E8,E7,E6,E5	Supervise local area security.
88.	E8,E7,E6,E5	Implement tactical cover and deception plans (noise, light, litter discipline, camouflage, etc.).
89.	E8,E7,E6,E5	Organize/supervise the MUAA/IUA (trains) area.
90.	E8,E7,E6	Direct coordination and preparation of advance party.
91.	E8,E7,E6,E5	Train for or erect/inspect/repair field fortifications.
92.	E8,E7,E6,E5	Plan/implement field sanitation activities.
93.	E8,E7,E6,E5	Evaluate operations orders for impact on unit capabilities.
94.	E8,E7	Plan command post (CP) general location.
95.	E8,E7	Prepare/monitor unit tactical feeding plan.
96.	E8,E7,E6,E5	Decontaminate equipment.
97.	E8,E7,E6,E5	Monitor use of unit radio during NBC survey/monitoring.
98.	E8,E7,E6,E5	Train for/conduct tactical ground movements.
99.	E8,E7,E6,E5	Prepare loading plans and spot check loaded vehicle for compliance with vehicle loading plans.
100.	E8,E7,E6,E5	Supervise handling of prisoners of war and refugees.
101.	E8,E7,E6,E5	Develop, implement, and monitor human relations program.

102.	E8,E7,E6,E5	Support and coordinate post/community details.
103.	E8,E7,E6,E5	Instruct personnel on standards, traditions, and division of duties in Army.
104.	E8,E7,E6,E5	Monitor guard mounts and guard performance instruct personnel on guard duties, conduct guard mount, post and inspect sentinels.
105.	E8,E7,E6,E5	Counsel and assist personnel with personal problems.
106.	E8,E7,E6,E5	Recommend approval/disapproval of personnel actions (DA Form 4187).
107.	E8,E7,E6,E5	Evaluate and counsel military personnel on job performance (good or bad).
108.	E8,E7,E6,E5	Counsel/assist personnel concerning personnel actions.
109.	E8,E7,E6,E5	Prepare EER/SEER and review for accuracy and completeness.
110.	E8,E7,E6,E5	Make appointments for enlisted personnel (medical, chaplain, IG, AER, etc.).
111.	E8,E7,E6,E5	Recommend personnel for administrative elimination.
112.	E8,E7,E6,E5	Recommend personnel for special/additional duties.
113.	E8,E7,E6,E5	Recommend duty assignment and changes in utilization of personnel.
114.	E8,E7	Review/correct unit manning.
115.	E8,E7,E6,E5	Monitor/implement/supervise unit weight control program.
116.	E8,E7	Supervise the unit enlisted sponsorship program.
117.	E8,E7,E6,E5	Counsel personnel on SQT (e.g., preparation, scoring, importance, etc.).
118.	E8,E7,E6	Prepare/review enlisted personnel rating scheme.
119.	E8,E7	Recommend personnel for MOS reclassification.
120.	E8,E7,E6,E5	Provide input to TOE/TDA changes.
121.	E8,E7,E6,E5	Write/provide input for recommendations for awards/decorations and monitor program.
122.	E8,E7,E6,E5	Prepare/review military personnel job descriptions.

123. E8,E7,E6,E5   Write letters of welcome to newly assigned personnel.

124. E8,E7,E6   Provide input to manpower survey documentation.

125. E8,E7,E6,E5   Establish work priorities and distribute workloads.

126. E8   Prepare/review civilian evaluation reports.

127. E8,E7,E6,E5   Promote understanding and compliance with orders.

128. E8,E7,E6,E5   Talk to dependent wives, husbands (requests, NEO procedures, etc.).

129. E8,E7,E6   Provide personnel services.

130. E8,E7,E6,E5   Apply motivational (rewards and punishments) techniques.

131. E8,E7,E6   Supervise/monitor conduct of counseling in the unit.

132. E8,E7,E6,E5   Assist/counsel in career planning and personal development.

133. E8,E7,E6   Conduct NCO calls.

134. E7,E6,E5   Instruct personnel in combat patrol techniques.

135. E8,E7,E6,E5   Recommend personnel to attend service schools/additional or specialized training.

136. E8,E7,E6,E5   Provide input to training schedules.

137. E8,E7,E6,E5   Plan/provide input for unit NCO training.

138. E8,E7,E6,E5   Develop/supervise/conduct physical fitness training/program.

139. E8,E7,E6,E5   Monitor subordinates' attainment of DA minimum civilian education goals.

140. E8,E7,E6,E5   Instruct NCO's on relationship between soldiers' manuals, SQT's, and ARTEP's.

141. E8,E7,E6,E5   Critique deficiency of enlisted instructors.

142. E8,E7,E6,E5   Evaluate training effectiveness to determine if commanders' training objectives are met.

143. E8,E7,E6,E5   Implement/conduct training to correct individual/unit deficiencies.

144. E8,E7,E6,E5   Supervise/conduct training rehearsals and both classroom and outdoor/field type training.

145. E8,E7,E6,E5   Designate personnel to attend unit training.

146. E8,E7,E6,E5   Review training performance objectives.

147. E8,E7,E6,E5   Provide input to unit Master Training Forecast.

148. E8,E7,E6,E5   Organize/monitor/implement unit SQT study program.

149. E8,E7,E6,E5   Plan use of available training time.

150. E8,E7,E6,E5   Plan, coordinate, and supervise/conduct unit and
                   individual training.

151. E8,E7,E6,E5   Establish performance objectives based on commander's
                   and SQT training guidance.

152. E8,E7,E6,E5   Instruct subordinates in the basic military skills,
                   e.g., firing and maintenance of TOE weapons, map
                   reading, first aid, communications, etc.).

153. E8,E7,E6,E5   Designate and train enlisted training instructors.

154. E8,E7,E6,E5   Determine and coordinate required support for
                   training.

155. E8   Determine priorities of tasks selected for training in
                   unit.

156. E8,E7,E6,E5   Draft/review a training outline.

157. E8,E7,E6,E5   Implement an on-the-job (OJT) training program.

158. E8,E7,E6,E5   Incorporate multi-echelon collective training in
                   training program (e.g., concurrent training).

159. E8,E7,E6,E5   Conduct training briefings.

160. E8,E7,E6,E5   Record results of training.

161. E8,E7,E6,E5   Inspect unit buildings and grounds.

162. E8,E7,E6,E5   Supervise and monitor cleaning and lubrication of
                   equipment.

163. E8,E7,E6,E5   Instruct personnel in vehicle operator maintenance
                   techniques and spot check vehicles for preventive
                   maintenance indicators.

164. E8,E7,E6,E5   Check/monitor unit vehicles, equipment, and area for
                   hazardous/unsafe conditions and correct/report safety
                   program violations.

165. E8,E7,E6,E5   Spot check/monitor vehicle trip tickets and dispatch
                   records.